

Merton Council

Cabinet

12 December 2016

Second Supplementary agenda

7 Business Plan 2017-21

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Cabinet

12 December 2016

Agenda item:

Business Plan Update 2017-2021

Lead officer: Caroline Holland

Lead member: Councillor Mark Allison

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

Contact officer: Paul Dale

Urgent report:

Reason for urgency: The chairman has approved the submission of this report as a matter of urgency as it provides the latest available information on the Business Plan and Budget 2017/18 and requires consideration of issues relating to the Budget process and Medium Term Financial Strategy 2017-2021. It is important that this consideration is not delayed in order that the Council can work towards a balanced budget at its meeting on 1 March 2017 and set a Council Tax as appropriate for 2017/18.

Recommendations:

1. That Cabinet considers and agrees the draft savings/income proposals (Appendix 2) and associated draft equalities analyses (Appendix 7) put forward by officers and refers them to the Overview and Scrutiny panels and Commission in January 2017 for consideration and comment.
 2. That Cabinet agrees the latest amendments to the draft Capital Programme 2017-2021 which was considered by Cabinet on 12 October 2016 and by scrutiny in November 2016.(Appendix 5)
 3. That Cabinet considers the proposed amendments to savings previously agreed. (Appendix 3)
 4. That Cabinet agree the growth as outlined in paragraph 2.3.8 and Appendix 9 and consider the options for closing the revised gap in the MTFs as set out in Section 7 and refers them to the Overview and Scrutiny panels and Commission with more details in January 2017 for consideration and comment.
 5. That Cabinet agrees the Council Tax Base for 2017/18 set out in paragraph 2.5 and Appendix 1.
 6. That Cabinet consider the draft service plans. (Appendix 6)
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1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report provides an update to Cabinet on the Business Planning process for 2017-21 and in particular on the progress made so far towards setting a balanced revenue budget for 2017/18 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 2016.
- 1.3 The report also provides an update on the capital programme for 2017-21 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 2017-21 and an assessment of the implications for the Medium Term Financial Strategy 2017-21.
- 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 2017.

2. DETAILS

Introduction

- 2.1 A review of assumptions in the MTFS was undertaken and reported to Cabinet on 19 September 2016. There was also a report to Cabinet on 12 October 2016 which 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 2022- 2027. The report 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 12 October 2016 was as follows:-

(Cumulative Budget Gap)	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
MTFS Gap before Savings	9,462	15,206	16,565	31,995
Savings identified	(9,462)	(15,206)	(15,179)	(15,380)
MTFS Gap (Cabinet October 2016)	0	0	1,386	16,615

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 2016, the current assumptions regarding pay inflation incorporated into the MTFs are based on the local government pay award for 2016/17 which has been agreed and will cover the two years from April 2016. For the lowest paid (those on spinal points 6-17) this means a pay rise of between 6.6% and 1.01% in the first year, and between 3.4% and 1.3% in the second. Those on spinal points 18-49 will receive 1% in year one and the same again the following year. The offer also includes a joint review of the NJC pay spine and term-time working for school support staff.

The provision for pay inflation has been reviewed and the following amounts are forecast to be required in the updated MTFs:-

Provision for Pay Inflation:

(Cumulative)	2017/18	2018/19	2019/20	2020/21
Pay inflation (%)	1.0%	1.0%	1.0%	1.0%
MTFS 12/10/2016 (cumulative £000)	984	1,969	2,953	3,938

2.3.2 Prices

The estimates for price inflation agreed by Council in March 2016 were reviewed and included in the September 2016 report to Cabinet. There has been a further review and the latest forecast is set out in the following table:-

	2017/18	2018/19	2019/20	2020/21
Price inflation in MTFs (%)	1.5%	1.5%	1.5%	1.5%
Revised estimate (cumulative £000)	2,200	4,400	6,599	8,799

The Consumer Prices Index (CPI) rose by 0.9% in the year to October 2016, compared with a 1.0% rise in the year to September. The main reasons for the drop in the rate were downward pressures to the prices for clothing and university tuition fees, which rose by less than they did a year ago, as well as falling prices for certain games and toys, overnight hotel stays and non-alcoholic beverages. The reduction in the rate was offset by rising prices for motor fuels, and by prices for furniture and furnishings, which fell by less than they did a year ago.

CPIH, a measure of UK consumer price inflation that includes owner occupiers' housing costs, rose by 1.2% in the year to October 2016, unchanged from September.

The RPI 12-month rate for October 2016 stood at 2.0%, unchanged from September 2016.

Outlook for inflation:

The Bank of England’s Monetary Policy Committee (MPC) sets monetary policy to meet the 2% inflation target and in a way that helps to sustain growth and employment. At its meeting ending on 2 November 2016, the MPC voted unanimously to keep the Bank Base Rate at 0.25%. It also voted unanimously to continue with the programme of sterling non-financial investment-grade corporate bond purchases totalling up to £10 billion, financed by the issuance of central bank reserves and also voted unanimously to continue with the programme of £60 billion of UK government bond purchases to take the total stock of these purchases to £435 billion, financed by the issuance of central bank reserves.

The MPC’s latest projections for output, unemployment and inflation, conditioned on average market yields, are set out in the November Inflation Report. Output growth is expected to be stronger in the near term but weaker than previously anticipated in the latter part of the forecast period. The unemployment rate is projected to rise to around 5½% by the middle of 2018 and to stay at around that level throughout 2019. Largely as a result of the depreciation of sterling, CPI inflation is expected to be higher throughout the three-year forecast period than in the Committee’s August projections. In the central projection, inflation rises from its current level of 1% to around 2¾% in 2018, before falling back gradually over 2019 to reach 2½% in three years’ time. Inflation is judged likely to return to close to the target over the following year.

In the November Inflation Report, the MPC state that “as in the August projection, CPI inflation is projected to continue to rise over the next three months and over 2017. The contribution to inflation from petrol prices is expected to turn increasingly positive, in part reflecting rises in oil prices since January. In addition, sterling has depreciated by 21% since its peak in November 2015, which will continue to push up the prices of energy and other imported goods and services. The precise path for inflation will depend on the speed and degree to which companies pass through rising external costs to consumer prices, given domestic conditions.”

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 2016)

	Lowest %	Highest %	Average %
2016 (Quarter 4)			
CPI	0.6	1.9	1.3
RPI	0.6	3.0	2.2
LFS Unemployment Rate	4.7	5.4	5.0

2017 (Quarter 4)	Lowest %	Highest %	Average %
CPI	0.9	3.8	2.7
RPI	0.7	5.2	3.3
LFS Unemployment Rate	4.6	6.0	5.4

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 2016 to 2020 are summarised in the following table:-

Source: HM Treasury - Forecasts for the UK Economy (November 2016)					
	2016	2017	2018	2019	2020
	%	%	%	%	%
CPI	0.7	2.7	2.6	2.2	2.1
RPI	1.8	3.5	3.1	3.0	3.1
LFS Unemployment Rate	5.0	5.2	5.5	5.4	5.3

2.3.3 Inflation > 1.5%:

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

	2017/18	2018/19	2019/20	2020/21
	£000	£000	£000	£000
Inflation exceeding 1.5%	451	457	468	472

The cash limiting strategy is not without risks but if the Government's 2% target levels of inflation were applied un-damped across the period then the budget gap would increase by c. £2.8m by 2019/20.

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

A revaluation will be undertaken using data at 31/3/2016. This will be implemented at 1st April 2017. Discussions during the current financial year have been held with the actuary

Barnett Waddingham LLP and they have undertaken the revaluation and we are awaiting the outcome of this to assess the impact on the budget for 2017/18 and further into the MTFS.

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 2016/17 £000
Freedom Passes	9,298
Taxicards	103
Total	9,401
Uplift in MTFS	450
Provision in MTFS for 2017/18	9,851

Initial indications are that the charge to Merton for 2017/18 will be within the provision but this provision will be reviewed and reported when the figures are finalised.

2.3.7 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 2017-21:-

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Revenuisation	2,100	2,100	2,100	2,100

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

2.3.8 Budgetary Control 2016/17 and need for growth

The revenue budgetary control information below summarises the corporate position using the latest available information as at 31 October 2016 as shown in a separate

report on the agenda for this meeting. As at 31 October 2016, there is a forecast overspend for the Council of £5.740m.

The main causes of the overspend are:-

- Adult Social Care
- Waste
- Children’s Services

Officers have been reviewing these budgets as part of the monthly monitoring procedures and it is clear that they will have an ongoing impact going forward and it will therefore be necessary to build some growth (Appendix 9) into the MTFS 2017-21.

The MTFS reported to Cabinet in October 2016 does not include any provision for growth from 2017/18 to 2020//21 and future years. In terms of addressing issues which have been identified as pressures that need to be addressed in 2017/18 the following budget growth is proposed:-

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Adult Social Care	9,345	252	(2,891)	0*
Waste and Regeneration **	1,582	222	(115)	0
Children’s Services	1,000	500	500	500
Total	11,927	974	(2,506)	500
Cumulative total	11,927	12,901	10,395	10,895

* Subject to the Improved Better Care Funding remaining as stated

** to be confirmed

2.3.9 Capital Financing Costs

Revenue Implications of Current Capital Programme

As previously reported the Capital Programme has been reviewed and revised and a draft programme for 2017-2021 was approved by Cabinet on 12 October 2016, along with an indicative programme for 2022-26.

Section 6 of this report sets out details of progress made towards preparing the draft capital programme 2017-21.

The estimated capital financing costs based on the latest draft programme, which includes the best estimate of new schemes commencing in 2020/21, the effect of estimated government grant funding, estimated funding from the Education Funding Agency (EFA) and slippage/reprofiling based on 2015/16 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:-

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Capital Programme (including slippage)	39,410	34,807	16,668	8,534
Revenue Implications	12,543	11,146	12,427	12,723

2.4 Forecast of Resources and Provisional Local Government Finance Settlement

2.4.1 Background

In recent years at the end of November to mid-December, the Department of Communities and Local Government (DCLG) has notified local authorities of their Provisional Local Government Finance Settlement. This has included the amounts of funding allocated to each local authority in terms of Revenue Support Grant, share of Business Rates and other major allocations of grant. 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 which is set out in Autumn Statements/Spending Reviews published some weeks previously. However, this process is likely to change as the Government has invited local authorities to apply for a four year funding settlement as discussed below.

2.4.2 Multi-Year Funding Forecasts

As previously reported, when the Department for Communities and Local Government published the provisional local government finance settlement for English authorities in December 2015, the consultation document also described the offer of a four year funding settlement to any council that wished to take it up, alongside indicative allocations for each year of the Spending Review period, subject to authorities publishing an efficiency plan.

2.4.3 Cabinet on 19 September 2016, considered and agreed a draft Efficiency Plan and requested officers to submit a final version to the DCLG by the deadline of 14 October 2016 in order to qualify for the four year funding offer. This was completed within the deadline and the Efficiency Plan can be viewed [here](#). The funding has now been confirmed.

2.4.4 Autumn Statement 2016

The Chancellor of the Exchequer published his first Autumn Statement on 23 November 2016. This provides details of Government Department Expenditure Limits (DELs) from which the Provisional Local Government Finance Settlement follows in mid-late December 2016. Officers are currently reviewing the potential impact on the Finance Settlement. There is a summary of the key points included as Appendix 8.

2.4.5 Funding Forecasts for 2017/18 to 2020/21

Forecasting resources for 2017/18 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, although accepting the four year funding offer has provided certainty over the level of RSG up to 2019/20. However, RSG is a reducing part of local government funding and will disappear when local authorities are given responsibility for 100% of Business Rates by the end of this Parliament (May 2020). Responsibilities currently funded by RSG and other grants will be expected to be met by business rates.

At the 2015 Autumn Statement the Government committed to piloting approaches to 100% business rates retention in London, Manchester and Liverpool from 1 April 2017. To ensure that an increase in the “local share” of business rates is fiscally neutral at the point of change, the Government and pilot areas are exploring:

- ending entitlement to certain grants and other funding streams
- devolving additional responsibilities to pilot areas and
- adjusting existing business rate tariffs and top ups.

NB Latest estimated impact on Merton’s top-up shows an increase of c.£395k in 2017/18 over 2016/17.

The Government intends to use the pilots to test mechanisms for full rollout of the 100% retention scheme. Changes to responsibilities between central government, local authorities and their preceptors (e.g. in London, the GLA) will impact on the level of business rates share that each one receives.

Share of Business Rates Yield

Currently, the yield from Business Rates is shared 50% Central Government (Central Share), and the Local Share is 30% to Merton and 20% to the GLA. The GLA have advised us that following the Government’s decision to introduce a London pilot scheme in 2017-18 - to aid preparation for the move to local authorities retaining 100% of business rates raised locally (expected by 2020-21) - the GLA’s share of local business rates will increase, with the increase being offset by a reduction in the Government’s central share of retained business rates. The GLA’s percentage share from 1 April 2017 will be confirmed in the provisional local government finance settlement but it is expected to be 37% reflecting the inclusion of the GLA’s Revenue Support Grant allocation and TfL capital grant within its retained business rates share. The central share payable to the Government would therefore fall from 50% to 33%.

For the reasons discussed above, assessing the implications for Merton’s funding at this stage, before the Provisional Finance Settlement is announced, is difficult.

2.4.6 Improved Better Care Fund

The Spending Review 2015 announced the introduction of the improved Better Care Fund worth £105 million in 2017/18, £800 million in 2018/19 and £1.5 billion in 2019/20.

In last year's Settlement Merton's allocations were £1.408m in 2018/19 and £3.061m in 2019/20, which are being used to reduce the level of growth in Adult Social Care in future years. Any changes to Merton's allocation or potential additional responsibilities will be reported as and when announced.

2.4.7 Public Health

In the Autumn Statement 2015, the Chancellor of the Exchequer confirmed that LAs' funding for public health would be reduced by an average of 3.9 per cent in real terms per annum until 2020. This equates to a reduction in cash terms of 9.6 per cent over the same period. The Autumn Statement also confirmed that a central government grant, ring-fenced for use on public health functions, would continue for at least two more years. From a 2015/16 baseline of £3.461 billion (which includes the full year equivalent of the budget for children aged 0-5 and the effect of the in-year saving of £200 million) there will be a reduction in the total grant of 2.2 per cent in 2016/17 and a further reduction of 2.5 per cent in 2017/18.

Merton's allocation announced in the Public Health Ring-Fenced Grant Determination 2016/17 (SI No 31/2719) was £10.998m for 2016/17, with an indicative allocation of £10.727m in 2017/18

2.4.8 Education Services Grant

In the Spending Review 2015, the Government announced a national reduction in Education Services Grant (ESG) and that the General Funding Rate will be abolished completely from 2017/18. Merton's ESG reduced by £0.234m from £2.594m in 2015/16 to £2.360m in 2016/17.

Merton's General Funding allocation in 2016/17 was £1.948m. The general funding rate will not be replaced by an alternative – the intention from DfE seems to be to rely on LAs new ability to top-slice DSG for central functions to cover the funding gap, which for Merton is already fully allocated, and could therefore impact on the General Fund if alternatives cannot be found.

There will be an update in future reports when further details are known.

2.5 **Council Tax Base**

2.5.1 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 2017/18. 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 2017/18. The Council is required to determine its Council Tax Base by 31 January 2017.

2.5.2 Regulations set out in the Local Authorities (Calculation of council Tax Base) Regulations 2012 (SI 2012:2914) ensure that new local council tax support schemes, implemented under the Local Government Finance Act 2012, are fully reflected in the council tax base for all authorities.

2.5.3 The Council Tax Base Return to central Government takes into account reductions in Council Tax Base due to the Council Tax Support Scheme and also reflects the latest criteria set for discounts and exemptions. The CTB Return for October 2016 is the basis for the calculation of the Council Tax Base for 2017/18.

2.5.4 Details of how the Council Tax Base is calculated are set out in Appendix 1. A summary of the Council Tax Bases for the Merton general area and the addition for properties within the Wimbledon and Putney Commons Conservators area for 2017/18 compared to 2016/17 is set out in the following table:-

Council Tax Base	2016/17	2017/18	Change
			%
Whole Area	71,327.0	72,442.3	1.56%
Wimbledon & Putney Common Conservators	11,127.2	11,131.2	0.04%

2.6 Proposed Amendments to Previously Agreed Savings

2.6.1 Cabinet on 12 October 2016 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 2017-21.

2.6.2 There are some further requests for changes to existing savings as follows:-

- Environment and Regeneration propose to defer and replace saving EV08 on Waste Disposal deferring the £250k saving from 2017/18 to 2019/20
- Environment and Regeneration propose to replace and defer savings within Development and Building Control

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

SUMMARY (cumulative)	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Total £000
Corporate Services	0	0	0	0	0
Children, Schools & Families	(60)	27	(201)	0	(234)*
Environment & Regeneration	574	(324)	(250)	0	0
Community & Housing	27	0	0	0	27**
Total	541	(297)	(201)	0	(207)
Net Cumulative total	541	244	(207)	(207)	(207)

* The net increase in savings will be applied against the CSF target set..

** The net shortfall in savings will be added to C&H Savings Target set.

2.6.3 Details of the proposed amendments to previously agreed savings are provided in Appendix 3.

3. **FEEDBACK FROM THE OVERVIEW AND SCRUTINY PROCESS IN NOVEMBER 2016**

3.1 The information available on the Business Planning process reported to Cabinet on 12 October 2016 was reviewed by the Overview and Scrutiny Panels and Commission in November 2016.

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

4. **SAVINGS PROPOSALS 2017-21 AND SERVICE PLANNING**

Controllable budgets and Savings Targets for 2017-21

4.1 Cabinet on 19 September 2016 agreed savings targets to be identified by service departments over the period 2017-21 as follows:-

SERVICE DEPARTMENT'S SAVINGS TARGETS FOR 2017-2021 BUSINESS PLANNING PROCESS	Total £000	Balance in amendments to existing savings £000	Total Savings Required £000
Corporate Services	586	0	586
Children, Schools & Families	912	(234)	678
Environment & Regeneration	1,659	0	1,659
Community & Housing	312	27	339
Total Savings/Income Proposals	3,469	(207)	3,262

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 2017.
- 4.4 The proposals submitted by each department are summarised in the following table and set out in detail in Appendix 2.

SUMMARY (cumulative)	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Total £000
Corporate Services	0	0	586	0	586
Children, Schools & Families	0	0	228	0	228
Environment & Regeneration	0	0	913	0	913
Community & Housing	0	0	339	0	339
Total	0	0	2,066	0	2,066
Net Cumulative total	0	0	2,066	2,066	

4.5 Summary of progress to date

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

	Targets £'000	Proposals £'000	Balance £'000
Corporate Services	586	(586)	0
Children, Schools & Families	678	(228)	450
Environment & Regeneration	1,659	(913)	746
Community & Housing	339	(339)	0
Total	3,262	2,066	1,196

- 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.

4.8 Equality Assessments

- 4.8.1 Draft Equalities Assessments where applicable are included in Appendix 7.

4.9 Use of Reserves in 2016/17 and 2017/18

- 4.9.1 The application of revenue reserves in 2016/17 to address any level of overspend will have an ongoing impact on the MTFS going forward. If the actual level of overspend is at

the level currently forecast it is possible that the Savings Mitigation Fund of £1.3m will be used and the budgeted increase in the Reserve for Use for Future Years Budgets of £2.4m will not take place. The reduction in the anticipated level of the Reserve for Use for Future Years Budgets will have an adverse impact on the budget gap.

5. UPDATE TO MTFS 2017-21

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 impact of the Autumn Statement announcement on 23 November 2016 and Provisional Local Government Finance Settlement in December.

	2017/18	2018/19	2019/20	2020/21
	£000	£000	£000	£000
Budget Gap in MTFS	1,616	14,325	15,107	21,450

5.2 A more detailed MTFS is included as Appendix 4.

5.3 Draft Service department budget summaries based on the information in this report will be included in the pack available for scrutiny.

6. CAPITAL PROGRAMME 2017-21: UPDATE

6.1 The proposed draft Capital Programme 2017-21 and an Indicative Capital Programme 2021-27 were presented to Cabinet on 12 October 2016.

6.2 The programme has been reviewed by scrutiny panels.

6.3 Monthly monitoring of the approved programme for 2016/17 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 2016 are set out in Appendix 5.

6.5 The estimated revenue implications of funding the draft capital programme are summarised in paragraph 2.3.9 and these have been incorporated into the latest draft MTFS 2017-21.

7. BUDGET STRATEGY

7.1 For the first time in several years the council has a budget gap in the next financial year. The council has a statutory duty to set a balanced budget.

7.2 The table below shows the budget position after growth

	17/18	18/19	19/20	20/21
	£'000	£'000	£'000	£'000
GAP AFTER NEW SAVINGS (cumulative)	9,875	14,325	15,107	21,450
Appropriation to/from Balancing the Budget Reserve	(8,259)	0	0	0
Gap to be met from Savings and Income	1,616	14,325	15,107	21,450

7.3 The MTFs assumes 2% ASC Council Tax flexibility and 1.75% Council Tax increase in 2019/20, and 2020/21 in line with the Government's assumptions. There are no changes in Council Tax assumed for 2017/18 and 2018/19 in the above figures in line with the commitments of the Administration to freeze council tax.

7.4 The above figures also assume that the level of Better Care Funding included continues at the same level as for 2016/17. i.e. £5.5m. However, Merton CCG have indicated that the Council should plan on the basis of a maximum CCG transfer of the mandatory contribution towards social care funding into the BCF of £3.4m in 2017/18. This will be subject to review and maybe increased if the Council raises Council Tax using the ASC Council Tax flexibility criteria.

7.5 The table below shows the budget position assuming the maximum CCG transfer of the mandatory contribution of £3.4m and therefore a reduction of £2.1m in the level of BCF funding from 2016/17 funding levels.

	17/18	18/19	19/20	20/21
	£'000	£'000	£'000	£'000
GAP AFTER NEW SAVINGS (cumulative)	9,875	14,325	15,107	21,450
Appropriation to/from Balancing the Budget Reserve	(8,259)	0	0	0
Gap to be met from Savings and Income	1,616	14,325	15,107	21,450
Reduction in Better Care Funding	2,100	2,100	0	0
Gap to be met from Savings and Income	3,716	16,425	15,107	21,450

7.6 There are limited options for dealing with this:-

7.6.1 Raising the Council tax

The maximum increase without a referendum has not been announced. Last year it was 1.99% for a general rise and a precept of 2% specifically for adult social care.

a) If the 2% ASC precept was to be taken in 2017/18, based upon a 97.25% collection rate this would yield the following amounts.

2017/18	2018/19	2019/20	2020/21
£'000	£'000	£'000	£'000
1,597	1,605	1,613	1,621

The budget gap assuming 2% ASC precept in 2017/18 but not in 2018/19, and assuming no loss of Better Care Funding, would be as set out in the following table:-

	17/18	18/19	19/20	20/21
	£'000	£'000	£'000	£'000
Gap to be met from Savings and Income	1,616	14,325	15,107	21,450
Less:				
2% ASC Council Tax Precept in 2017/18	(1,597)	(1,605)	(1,613)	(1,621)
Gap to be met from Savings and Income	19	12,720	13,494	19,829

b) If the 2% ASC precept was also to be taken in 2018/19, based upon a 97.25% collection rate this would yield the following amounts.

2017/18	2018/19	2019/20	2020/21
£'000	£'000	£'000	£'000
1,597	3,210	3,226	3,242

The budget gap assuming 2% ASC precept in 2017/18 and 2018/19 and assuming no loss of Better Care Funding would be as set out in the following table:-

	17/18	18/19	19/20	20/21
	£'000	£'000	£'000	£'000
Gap to be met from Savings and Income	1,616	14,325	15,107	21,450
Less:				
2% ASC CT Precept in 2017/18 & 2018/19	(1,597)	(3,210)	(3,226)	(3,242)
Gap to be met from Savings and Income	19	11,115	11,881	18,208

- c) If the council tax were raised by 3.99% including the 2% ASC flexibility in 2017/18, but no increase in 2018/19, this would generate the following amounts.

2017/18	2018/19	2019/20	2020/21
£'000	£'000	£'000	£'000
3,186	3,202	3,218	3,234

Assuming no loss of Better Care Funding as the ASC Council Tax flexibility has been used, the gap would be as follows:-

	17/18	18/19	19/20	20/21
	£'000	£'000	£'000	£'000
Gap to be met from Savings and Income	1,616	14,325	15,107	21,450
Less:				
3.99% increase in 2017/18 only	(3,186)	(3,202)	(3,218)	(3,234)
Gap to be met from Savings and Income	(1,570)	11,123	11,889	18,216

- d) If the council tax were raised by 3.99% including the 2% ASC flexibility in both 2017/18 and 2018/19, this would generate the following amounts.

2017/18	2018/19	2019/20	2020/21
£'000	£'000	£'000	£'000
3,186	6,404	6,436	6,468

This would leave the following gaps:-

	17/18	18/19	19/20	20/21
	£'000	£'000	£'000	£'000
Gap to be met from Savings and Income	1,616	14,325	15,107	21,450
Less:				
3.99% increase in 2017/18 and 2018/19	(3,186)	(6,404)	(6,436)	(6,468)
Revised Gap	(1,570)	7,921	8,671	14,982
Appropriations to/from Balancing the Budget Reserve	1,570	(1,570)	0	0
Gap to be met from Savings and Income	0	6,351	8,671	14,982

7.6.2 Making spending reductions in 2017/18

If the same weighted controllable budgets were used as are normally the following pattern of savings would be required.

	Weighted Controllable budget	Saving £000
Corporate Services	20.8%	773
CSF	15.5%	576
ES	30.9%	1,148
CH	32.8%	1,219
	100.0%	3,716

If CSF and C&H are excluded from taking additional savings , the savings required by CS and E&R based on controllable budgets would be:-

	Weighted Controllable budget	Saving £000
Corporate Services	40.2%	1,494
ES	59.8%	2,222
		3,716

7.6.3 Use of GF Balances and Un-earmarking earmarked reserves. This is not recommended as it does not produce any long term improvement in the Council's financial position and would reduce the ability to carry out cost reduction projects in the future.

8. CONSULTATION UNDERTAKEN OR PROPOSED

- 8.1 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.
- 8.2 The Council launched a consultation with residents on council tax and council spending on 9 September 2016. Residents had until 4 November 2016 to respond and the outcome will be taken into consideration when the decisions are to be made with respect to the council tax and MTFS for 2017-21 as part of the Business Planning Process.

The outcomes from the consultation are detailed elsewhere on the agenda.

- 8.3 However, as part of the response, the CCG have indicated that there would be a reduction in funding of approximately £2m if there was not an increase in Council Tax.
- 8.4 In accordance with statute, consultation is taking place with business ratepayers and a meeting will be arranged for early in 2017.
- 8.5 As previously indicated, a savings proposals consultation pack will be prepared and distributed to all councillors at the end of December 2016 that can be brought to all Scrutiny and Cabinet meetings from 10 January 2017 onwards and to Budget Council. As it was last year, 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 keep printing costs down and reduce the amount of printing that needs to take place immediately prior to Budget Council.
- 8.6 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)

9. TIMETABLE

- 9.1 In accordance with current financial reporting timetables.

10. FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

- 10.1 All relevant implications have been addressed in the report.

11. LEGAL AND STATUTORY IMPLICATIONS

11.1 All relevant implications have been addressed in the report.

12. HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

12.1 Draft Equalities assessments of the savings proposals are included in Appendix 7.

13. CRIME AND DISORDER IMPLICATIONS

13.1 Not applicable

14. RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

14.1 Not applicable

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

Appendix 1: Council Tax Base 2017/18

Appendix 2: New savings/income proposals 2017-21

Appendix 3: Proposed amendments to savings previously agreed

Appendix 4: MTFs Update

Appendix 5: Capital Programme 2017-21

Appendix 6: Service Plans 2017-21

Appendix 7: Equalities Assessments

Appendix 8: Autumn Statement 2016 – Summary of key Points

Appendix 9: Growth proposals

BACKGROUND PAPERS

Budget files held in the Corporate Services department.

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Council Tax Base 2017/18

1. INTRODUCTION

- 1.1 The council tax base is the measure of the number of dwellings to which council tax is chargeable in an area or part of an area. The Council Tax base is calculated using the properties from the Valuation List together with information held within Council Tax records. The properties are adjusted to reflect the number of properties within different bands in order to produce the Council Tax Base (Band D equivalent).
- 1.2 Since 2013/14 the Council Tax Base calculation has been affected by the introduction of the new local council tax support scheme and technical reforms to council tax. On 30 November 2012, new regulations set out in the Local Authorities (Calculation of council Tax Base) Regulations 2012 (SI 2012:2914) came into force. These regulations ensure that new local council tax support schemes, implemented under the Local Government Finance Act 2012, are fully reflected in the council tax base for all authorities.
- 1.3 Under the regulations, the council tax base is the aggregate of the relevant amounts calculated for each valuation band multiplied by the authority's estimated collection rate for the year.
- 1.4 The relevant amounts are calculated as
- number of chargeable dwellings in each band shown on the valuation list on a specified day of the previous year,
 - adjusted for the number of discounts, and reductions for disability, that apply to those Dwellings
- 1.5 All authorities notify the DCLG of their unadjusted Council Tax Base using a CTB Form using valuation list information as at 12 September 2016. The deadline for return was 14 October 2016 and Merton met this deadline.
- 1.6 The CTB form for 2016/17 includes the latest details about the Council Tax Support Scheme and the technical reforms which impacted on discounts and exemptions.
- 1.7 There is a separate council tax base for those properties within the area covered by Wimbledon and Putney Commons Conservators. The Conservators use this, together with the Council Tax bases from RB Kingston, and Wandsworth to calculate the levy which is charged each year.

2. ASSUMPTIONS IN THE MTFS

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

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

2.2 The draft MTFs previously reported to Cabinet during the business planning process has assumed that the Council Tax Base increases 0.5% per year and that the collection rate is 97.25% in each of the years.

2.3 These assumptions have been applied to the latest Council Tax Base information included on the CTB return completed on 14 October 2016 to produce the Council Tax Base 2017/18.

2.4 Information from the October 2016 Council Tax Base Return

2.4.1 The Council makes two CTB returns, one for the whole area of the borough and the other for the area covered by the Wimbledon and Putney Common Conservators for which an additional levy is applied.

2.4.2 The information in the CTB returns has been used to calculate the council tax bases and these are summarised in the following table compared to 2016/17:-

Council Tax Base	2016/17	2017/18	Change
			%
Whole Area	71,327.0	72,442.3	1.56%
Wimbledon & Putney Common Conservators	11,127.2	11,131.2	0.04%

3. **IMPLICATIONS FOR COUNCIL TAX YIELD 2017/18**

3.1 Assuming that council tax charges remain as for 2016/17 the estimated income in 2017/18 compared to 2016/17 and the current assumption in the MTFs are summarised in the following table:-

Council Tax: Whole area	2016/17	2016/17
Tax Base	71,327.0	72,442.3
Band D Council Tax	£1,102.25	£1,102.25
Estimated Yield	£78.620m	£79.850m
Change: 2016/17 to 2017/18 (£000)		+ £1.230m
Change: 2016/17 to 2017/18 (%)		+ 1.6%

3.2 Analysis of changes in yield 2016/17 to latest 2017/18

3.2.1 There are a number of reasons for the change in estimated yield between 2016/17 and the latest estimate based on the CTB data.

3.2.2 Over this period the Council Tax Base increased by 1,115.3 from 71,327 to 72,442.3 which multiplied by the Band D Council Tax of £1,102.25 results in additional yield of £1.230m.

3.2.3 An exact reconciliation for the change between years is not possible because of changes in distribution of Council Tax Support and discounts and benefits, and premiums between years varies and bands. However, broadly the changes can be analysed as follows:-

a) No Change in collection rate from 97.25%

There has been no change in the estimated collection rate of 97.25% between 2016/17 and 2017/18.

b) Number of Chargeable Dwellings and Exempt Dwellings

Between years the number of properties increased by 659 from 83,078 to 83,737 and the number of exempt dwellings increased by 8 from 771 to 779. This means that the number of chargeable dwellings increased by 651 between years. Based on a full charge, this equates to additional council tax of £0.667m.

c) Amount of Council Tax Support Reduction

In 2016/17 there was a reduction of 9,099.9 to the Council Tax Base for the local council tax support. This has reduced to 8,639.2 in 2017/18 which is a change of 460.7 and equates additional council tax of about £0.472m.

d) Changes in Discounts, Exemptions and Premiums

Overall, the level of discounts, exemptions and premiums in the 2017/18 calculation is less than that included in 2016/17 resulting in an increase of about 52 in the council tax base which increases yield by around £0.090m

e) Summary

The following puts the individual elements together to show how the potential council tax yield changes between 2015/16 and 2016/17:-

	Approx. Change in Council Tax Base	Approx. Change in Council Tax yield
		£m
Increase in number of chargeable dwellings	651	0.667
Change in Council Tax Support Reductions	461	0.472
Change in discounts, exemptions, premiums and distribution	3	0.090
Total	1,115	1,229

3.10 Council Tax Yield 2017/18

3.10.1 Assuming no change in Council Tax for 2017/18 the estimated Council Tax yield for 2017/18 is:-

Council Tax: Whole area	Tax Base	Band D 2016/17	Council Tax Yield 2017/18	Council Tax Yield 2016/17
Merton	71,327.0	£1,102.25	£79.850m	£78.620m
WPCC	11,127.2	£26.97	£0.300m	£0.300m
GLA	71,327.0	£276.00	£19.994m	£19.686m

The amounts collected for the GLA and WPCC are paid over to each of them as precepts.

3.10.2 The MTFs reported to Cabinet on 12 October 2016 assumed an annual collection rate of 97.25% and year on year increases in Council Tax Base of 0.5%. The potential change in Council Tax yield on that included in the MTFs based on the new Council Tax Base is as follows:-

MTFS Council Tax Yield: EXISTING CT BASE	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
Council Tax - 16/17 CT Base, No change in precept	79,013	79,408	79,805	80,204
Council Tax - Adult Social Care up to 2% flexibility	-	-	1,596	3,198
Council Tax Change (1.75%)	-	-	1,397	2,807
Council Tax income	79,013	79,408	82,798	86,209
Council Tax Yield: NEW CT BASE	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
Council Tax - New CT Base, No change in precept	79,850	80,249	80,650	81,053
Council Tax - Adult Social Care up to 2% flexibility	-	-	1,613	3,234
Council Tax Change (1.75%)	-	-	1,411	2,830
Council Tax income	79,850	80,249	83,674	87,117

CHANGE IN YIELD	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
Council Tax - New CT Base, No change in precept	837	841	845	849
Council Tax - Adult Social Care up to 2% flexibility	-	-	17	36
Council Tax Change (1.75%)	-	-	15	23
Council Tax income	837	841	876	908

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2016/17

Panel	Ref	Description of Saving		Baseline Budget 16/17 £000	2019/20 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 26	CS2016 -01	Service/Section	Insurance					
		Description	Reduction in contribution to self insurance fund.					
		Service Implication	Reduction in fund limit recommended by the authority's actuaries.	870	100	L	L	SNS2
		Staffing Implications	None					
		Business Plan implications	None					
		Impact on other departments	None					
		Equalities Implications	None					
TOM Implications	None							

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2016/17

Panel	Ref	Description of Saving		Baseline Budget 16/17 £000	2019/20 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 27	CS2016 -02	Service/Section	Revenues and Benefits	1282	66	M	M	SS2
		Description	Restructure of Housing Benefits section due to roll out of Universal Credit					
		Service Implication	Universal Credit roll out started for all claimants in SM4 in March 2016 and full roll out for new claims for the whole borough will be completed during 2017/18. This roll out will result in reduced caseload for Housing Benefit claims. The timeframe for the migration of remaining Housing Benefit claims is unknown at this stage					
		Staffing Implications	Reduction in 2 FTE - (possible redundancies) To be managed through agreed procedures					
		Business Plan implications	None					
		Impact on other departments	None					
Equalities Implications	Could impact on vulnerable and less well off in the community although responsibility for helping with housing costs for the majority of working age claimants will be with the DWP and no longer the council.							
TOM Implications	The full implementation of Universal Credit and its impact are not yet fully known.							

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2016/17

Panel	Ref	Description of Saving		Baseline Budget 16/17 £000	2019/20 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 28	CS2016 -03	Service/Section	Democracy Services					
		Description	Supplies and services		50	L	L	SNS1
		Service Implication	Proposed reduction in supplies and services budget, partly due to lower petrol and service costs following purchase of hybrid mayoral car and a reduction in printing costs for committee agendas..					
		Staffing Implications	None					
		Business Plan implications	Saving is consistent with business plan objectives to reduce number of supplementary agendas and reduce printing costs					
		Impact on other departments	None					
		Equalities Implications	None					
		TOM Implications	Consistent with shift away from print towards on-line publication					
	CS2016 -04	Service/Section	Customers Services					
		Description	Increase income through Registrars service		-88	15	M	L
		Service Implication	Promotions to expand take up and introduction of new Home Office services					
		Staffing Implications	None					
		Business Plan implications	In line with business plan					
		Impact on other departments	No impact					
		Equalities Implications	No impact					
		TOM Implications	In line with TOM					

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2016/17

Panel	Ref	Description of Saving		Baseline Budget 16/17 £000	2019/20 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 29	CS2016 -05	Service/Section	Customers Services	-67	15	M	L	SI2
		Description	Increase income through translations					
		Service Implication	Change to staffing structure to increase efficiency and support expanded take up					
		Staffing Implications	None					
		Business Plan implications	In line with business plan					
		Impact on other departments	None					
		Equalities Implications	EIA will be required as part of organisational change process					
		TOM Implications	In line with TOM					
	CS2016 -06	Service/Section	Customers Services	613	30	M	M	SNS1
		Description	Merton Link - efficiency savings					
		Service Implication	Efficiencies to reduce cost of service associated with expansion of service and introduction of new technology					
		Staffing Implications	None					
		Business Plan implications	In line with business plan					
		Impact on other departments	None					
		Equalities Implications	None					
		TOM Implications	In line with TOM					

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2016/17

Panel	Ref	Description of Saving		Baseline Budget 16/17 £000	2019/20 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 30	CS2016 -07	Service/Section	Customers Services	123	30	M	M	SP2
		Description	Cash Collection Reduction					
		Service Implication	Contract negotiation to reduce cash collection following introduction and roll-out of cashless parking					
		Staffing Implications	None					
		Business Plan implications	None					
		Impact on other departments	Reduction of parking collections following the roll-out of cashless parking					
Equalities Implications	None							
		TOM Implications	None					

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2016/17

Panel	Ref	Description of Saving		Baseline Budget 16/17 £000	2019/20 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
OSC	CS2016 -08	Service/Section	Infrastructure & Transactions/Facilities Management		280	M	L	SI2
		Description	Potential income derived from letting two floors of vacant office space within the Civic centre to external/partner organisations.					
		Service Implication	None as the arrangements will be supported using existing resources within the restructured FM team					
		Staffing Implications	None.					
		Business Plan implications	None					
		Impact on other departments	New arrangements should improve outcomes for residents through a more integrated and efficient approach to the delivery of services that will be bought about through the co-location of health teams with Community & Housing and Children, Schools & Families.					
		Equalities Implications	None					
		TOM Implications	None as this is an agreed objective within the Corporate Services TOM implementation plan.					
Total Corporate Services Savings					586			

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Savings Type

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

Panel**OSC**

DEPARTMENT: Children, Schools and Families

Panel	Ref	Description of Saving		Baseline Budget 16/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 32	CSF2016-02	Service	<u>Children Social Care & Youth Inclusion</u>	509			78		High	High	SP1
		Description	Reduced costs/offer through the national centralised adoption initiative								
		Service Implication	It is anticipated that the regional centralisation of adoption services will deliver savings through a larger commissioning base and the benefit of economies of scale.								
		Staffing Implications	Some staff may TUPE into the regional arrangements but this will not be known until later in the project								
		Business Plan implications	Will be implications with pressures on other CSF services								
Impact on other departments											
Equalities Implications	We will need to ensure the new arrangements maintain the improvement of the adoption process and post adoption support to maintain and improve outcomes for this group of vulnerable children and young people. We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs.										
TOM Implications	In line with CSF TOM										

DEPARTMENT: Children, Schools and Families

Panel	Ref	Description of Saving	Baseline Budget 16/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
Page 33	CSF2016-03	<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>Cross Cutting</p> <p>Further staff savings to be identified across the department.</p> <p>This is likely to impact on managing safe service and failing to meet regulatory requirements</p> <p>3-6 staff - we will follow our usual HR processes</p> <p>These reductions will place additional burdens on universal targeted and specialist services</p> <p>The majority of CSF's General Fund staff are delivering services for highly vulnerable children and young people. We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs.</p> <p>The TOM sets out an approach to prioritisation but this level of saving will impact on those already most at risk and vulnerable young people at the top end of our Well Being Model</p>	811			150		High	High	SS2
		Total			0	0	228	0			

Savings Type

- SS1** Staffing: reduction in costs due to efficiency
- SS2** Staffing: reduction in costs due to deletion/reduction in service
- SNS1** Non - Staffing: reduction in costs due to efficiency
- SNS2** Non - Staffing: reduction in costs due to deletion/reduction in service
- SP1** Procurement / Third Party arrangements - efficiency
- SG1** Grants: Existing service funded by new grant
- SG2** Grants: Improved Efficiency of existing service currently funded by unringfenced grant
- SPROP** Reduction in Property related costs
- S11** Income - increase in current level of charges
- S12** Income - increase arising from expansion of existing service/new service

Panel

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

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

Panel	Ref	Description of Saving		2019/20 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 34	ENR1	Service/Section Description	Regulatory Services Further expansion of the shared service.	100	Med	Low	SI2; SS1; SNS1
	Service Implication	This is a new business development associated with new partners over and above those we are already in discussion with joining the RSP					
		Staffing Implications	TBC				
		Business Plan implications	In line with TOM aspirations				
		Impact on other departments	Potential increased demand on support services during set up period				
		Equalities Implications	None				
		TOM Implications	In line with TOM aspirations				
	ENR2	Service/Section Description	Parking & CCTV Services Pay & Display Bays (On and off street)	44	Low	High	SI1
		Service Implication	This proposal involves the introduction of a charge for something that is provided for free at the moment. Currently we make provision for motor cycle and Blue Badge holders to park for free in pay and display bays both on and off street.				
		Staffing Implications	None				
		Business Plan implications	None				
		Impact on other departments	None				
		Equalities Implications	This will have a negative implication for persons who are RDP.				
		TOM Implications	Would not be consistent with overall aspiration of improved service to customers.				

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

Panel	Ref	Description of Saving		2019/20 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 35	ENR3	Service/Section Description	Parking & CCTV Services Increase the cost of existing Town Centre Season Tickets in Morden, Mitcham and Wimbledon.	33	Low	Med	SI2
	Service Implication	None					
		Staffing Implications	Modest implications related to administration and enforcement associated with permits.				
		Business Plan implications	None				
		Impact on other departments	None				
		Equalities Implications	None				
		TOM Implications	Broadly consistent with TOM				
	ENR4	Service/Section Description	Parking & CCTV Services Charge local business' for monitoring of their CCTV	100	Med	Low	SI2
		Service Implication	Expanded CCTV service				
		Staffing Implications	May require additional CCTV monitoring staff. The figure of 100k is net of any "invest to save" cost.				
		Business Plan implications	Expansion of service				
		Impact on other departments	None				
		Equalities Implications	None				
		TOM Implications	Consistent with TOM objective of growing the CCTV service and developing it's commercial offer.				

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

Panel	Ref	Description of Saving		2019/20 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 36	ENR5	Service/Section Description Service Implication	Transport Services Delete 1 Senior Management post	76	Med	Low	SS2
	Staffing Implications	reduction of 1 fte					
		Business Plan implications	None				
		Impact on other departments	dependant on new clienting structure in 'Public Space, Contracting and commissioning dept'				
		Equalities Implications	NONE				
		TOM Implications	dependant on outcome of Fleet Review				
	ENR6	Service/Section Description Service Implication	Waste Services Wider Department restructure Moving from a support function towards a commercialised commissioning and clienting service across the wider Public Space and Commissioning / Contract management team.	200	High	Low	SS2
		Staffing Implications	Equivalent of a reduction of c5 -6FTE across a range of grades				
		Business Plan implications	To be assessed following service changes and mobilisation of Phase C contracts.				
		Impact on other departments	TBC				
		Equalities Implications	TBC				
		TOM Implications	Consistent with TOM direction of travel				

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

Panel	Ref	Description of Saving		2019/20 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 37	ENR7	Service/Section Description	Transport Services Shared Fleet services function with LB Sutton	10	Med	Low	SI2
	Service Implication	Additional administration for c40 vehicles					
		Staffing Implications	None				
		Business Plan implications	None				
		Impact on other departments	None				
		Equalities Implications	None				
		TOM Implications	This proposal is set out in the Council's Transport TOM and accords with maximising income from third parties.				
	ENR8	Service/Section Description	Property Mangement Increased income from rent reviews	150	Med	Low	SI1
		Service Implication	Additional administration for c30 vehicles				
		Staffing Implications	Increased workload managed within existing staff team				
		Business Plan implications	Increased income from existing assets				
		Impact on other departments	Increased legal and corporate finance input				
		Equalities Implications	None				
		TOM Implications	In line with TOM proposals				

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

Panel	Ref	Description of Saving		2019/20 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 38	ENR9	Service/Section Description	Waste disposal Increase level of Enforcement activities of internal team ensuring the operational service is cost neutral	200	High	Low	SNS1
	Service Implication	None					
		Staffing Implications	Skills Gap - Reduced level of engagement shifting focus to enforcement activities				
		Business Plan implications	Reduces level of engagement / inspections				
		Impact on other departments	ICT - Upgrade to the current system may be required, as well as mobile devices for staff.				
		Equalities	None				
		Implications					
		TOM Implications	None				
Total Environment and Regeneration Savings				913			

Savings Type

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

Panel	Ref	Notes	Description of Saving	Baseline Budget 16/17	2019/20 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
Adult Social Care									
			Service	Placements					
16/17	CH70		Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications Service	Home Care With additional investment into the service we plan a full implementation of new Home Care contracts in second full year, transferring all legacy spot placements and incentivising providers to reduce packages of care. n/a n/a n/a The care workforce is predominantly female and with some providers may have a significant number of BME staff who would be subject to transfer of employment to an employer not of their choice. n/a		£301	H	L	SP1
Sub-total Adult Social Care Options						£301			
16/17	CH67	Library & Heritage Service- Shared Management Structure - Outstanding 17/18 £27k , plus £11k allocation 19/20	Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications Service	Merton Arts Space income Proposal to deliver income generation for the new Merton Arts Space venue in Wimbledon Library Emphasis on existing staff to be more commercially savvy to draw in additional funds Supports objectives to improve income generation None identified Merton Arts Space is a new multi-use arts and cultural space based in Wimbledon Library. The project has been funded by Arts Council England with aims to increase access to arts and cultural opportunities through libraries. The requirement to draw additional income in will mean that there is less of a balance between community and commercial bookings. Current contract end July 2017 and it is expected to create similar arrangement like Wimbletech The figures included in this savings proposal cannot be fully quantified until a full year of activities has taken place (the space has only been open for 4 months). Savings are indicative at this stage until further analysis is completed		£38	H	M	SI2
Sub-total Libraries Options						38			
Total Community & Housing 2019/20						339			

Panel	Ref	Notes	Description of Saving	Baseline Budget 16/17	2019/20 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Total Balance outstanding 2017/18-Libraries					27			
Total C&H Savings Proposal 2019/20					312			
Total C&H Savings Proposals (Shortfall)/Surplus					339			
					0			

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

Panel
C&YP
O&S
HC&OP
SC

Previously Agreed Saving**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS**

Panel	Ref	Description of Saving		2017/18 £000	2018/19 £000	2019/20 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
2015/18	EV08	Service/Section Description	Waste disposal Increased recycling rate by 3% following education and communications activity funded by WCSS. This will be driven by the incentivisation and education programme due to commence in March 2014.	250			Medium	Medium	SNS1
		Service Implication	None						
		Staffing Implications	None						
		Business Plan implications	None						
		Impact on other departments	None						
		Equalities Implications	None						
		TOM Implications	None						

Deferred Savings proposal**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS**

Panel	Ref	Description of Saving		2017/18 £000	2018/19 £000	2019/20 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
2015/18	EV08	Service/Section Description	Waste disposal Increased recycling rate by 3% following the introduction of service changes proposed as part of the Phase C Lot 1 contract. It is expected that the introduction of alternate weekly collections of residual waste will drive up recycling activity and increase participation in the food waste service (which will continue as a weekly collection service)			250	Medium	Medium	SNS1
Page 42		Service Implication	None						
		Staffing Implications	None						
		Business Plan implications	Improved recycling performance						
		Impact on other departments	None						
		Equalities Implications	None						
	TOM Implications		The phase C procurement is reflected in the TOM as is the drive to increase and maximise recycling opportunities through the contract.						

Savings Type

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

Previously Agreed Savings**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2016/17**

Budget Process	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)
2015/18	D&BC	Service/Section Description	Building & Development Control Review of service through shared service discussions with neighbouring boroughs - delaying the implementation of the 2016/17 savings to 2017/18.		569		Medium	Medium	SS2
		Service Implication	To be determined through shared service discussions						
		Staffing Implications	To be determined through shared service discussions						
		Business Plan implications	To be determined through shared service discussions						
		Impact on other departments	None.						
		Equalities Implications	None.						
		TOM Implications	In line with the TOM.						

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

Budget Process	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)
Alternative Savings Proposals								
Page 44	D&BC1	Service/Section Description	Building and Development Control					
		Service Implication	Fast track of householder planning applications New processes to be implemented and securely embedded			55	Low	Low
		Staffing Implications	None. Sufficient staff will have to be retained to service the concept. Failure to deliver properly and the service will not be used thereby eliminating the income generation.					
		Business Plan implications	Increased income					
		Impact on other departments	None					
	Equalities Implications	None						
	TOM Implications	In line with TOM proposals						

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

Budget Process	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)
Page 45	D&BC2	Service/Section Description	Building and Development Control Growth in PPA and Pre-app income Responsiveness to service requests should not change.		50		Medium	Low	SI2
		Service Implication							
		Staffing Implications	As the service/income improves extra staffing will be needed and funded from a proportion of that extra income.						
		Business Plan implications	Increased income						
		Impact on other departments	Future Merton could also need to adjust staffing accordingly						
		Equalities	none						
		Implications							
		TOM Implications	In line with TOM proposals						
	D&BC3	Service/Section Description	Building and Development Control Commercialisation of building control This has so far proven difficult mainly due to recruitment issues		50		High	Low	SI2
		Service Implication							
		Staffing Implications	Will need an invest to save with any additional staff funded by some of the increased income generation						
		Business Plan implications	Increased income						
		Impact on other departments	None . Expanded team could better support other internal users						
		Equalities	None						
		Implications							
		TOM Implications	Integral part of the TOM for BC						

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

Budget Process	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)
Page 46	D&BC4	Service/Section Description	Building and Development Control Deletion of 1 FTE (manager or deputy) 25% reduction in investigation capability. New processes required to reduce the need for investigations.		45		Low	High	SS2
		Service Implication							
		Staffing Implications	reduction of 1 FTE						
		Business Plan implications	New performance measures will need to be agreed						
		Impact on other departments	Reduced support for joint enforcement investigations						
		Equalities	none						
		Implications							
		TOM Implications	New eforms and investigation criteria will need to be embedded in accordance with the TOM						
	D&BC5	Service/Section Description	Building and Development Control Eliminate the Planning Duty service (both face to face and dedicated phone line)		35		Low	High	SS2
		Service Implication	Callers will still try to contact officers by other means in any event, so there will have to be a clear understanding and agreed supported message that such calls will not be dealt with. Web site self service improvements will be required						
		Staffing Implications	Reduce by 1FTE						
		Business Plan implications	none						
		Impact on other departments	Less assistance for pre app enquiries (unless charged)						
		Equalities	reduced assistance for all residents in understanding the planning process						
		Implications							
		TOM Implications	Reduced customer care, contrary to the general aims of TOM						

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

Budget Process	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)
Page 47	D&BC6	Service/Section Description	Building and Development Control Stop sending consultation letters on applications and erect site notices only		10		Low	Medium	SNS2
		Service Implication	Site notices will be mandatory so failsafe system to be devised						
		Staffing Implications	none						
		Business Plan implications	None						
		Impact on other departments	none						
		Equalities Implications	Those without web site connections will find it difficult to search for application details						
		TOM Implications	None						
	D&BC7	Service/Section Description	Building and Development Control Shared service collaboration with Kingston/Sutton			50	Low	Low	SI2
		Service Implication	Combined analysis of service delivery should result in further additional income streams from PPA's and Pre-apps and more efficient working practices across the service						
		Staffing Implications	Additional service demand may need more staff.						
		Business Plan implications	Efficiencies should result in less staff.						
		Impact on other departments	Increased income, PPA's and pre apps						
		Equalities Implications	None						
		Implications	None						
		TOM Implications	Significant progress on one of the main TOM strategies						

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

Budget Process	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)
Page 48	D&BC8	Service/Section Description	Building and Development Control Review of service through shared service discussions			274	High	Medium	SI1; SI2; SS1; SS2;SNS1; SNS2
		Service Implication	To be determined through shared service discussions						
		Staffing Implications	To be determined through shared service discussions						
		Business Plan implications	To be determined through shared service discussions						
		Impact on other departments	None.						
		Equalities Implications	None.						
		TOM Implications	In line with the TOM.						
TOTAL				0	245	324			

Savings Type

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

DRAFT MTFS 2017-21:				
	2017/18	2018/19	2019/20	2020/21
	£000	£000	£000	£000
Departmental Base Budget 2016/17	139,982	139,982	139,982	139,982
Inflation (Pay, Prices)	3,184	6,368	9,553	12,737
Autoenrolment/Nat. ins changes	857	1,172	1,172	1,172
FYE – Previous Years Savings	(9,429)	(15,173)	(15,173)	(15,173)
Amendments to previously agreed savings	541	244	(207)	(207)
Change in Net Appropriations to/(from) Reserves	(1,158)	(2,278)	(2,013)	(1,871)
Taxi card/Concessionary Fares	450	901	1,351	1,801
Change in depreciation/Impairment (Contra Other Corporate items)	4,681	4,681	4,681	4,681
Growth	11,927	12,901	10,395	10,895
Other	71	144	220	301
Re-Priced Departmental Budget	151,106	148,943	149,960	154,317
Treasury/Capital financing	12,543	11,146	12,427	12,723
Pensions	4,592	4,799	5,015	5,015
Other Corporate items	(17,851)	(17,504)	(17,856)	(17,856)
Levies	628	628	628	628
Sub-total: Corporate provisions	(88)	(931)	214	510
Sub-total: Repriced Departmental Budget + Corporate Provisions	151,018	148,012	150,174	154,827
Savings/Income Proposals 2017/18	0	0	(2,066)	(2,066)
Sub-total	151,018	148,012	148,108	152,761
Appropriation to/from departmental reserves	(843)	277	12	(130)
Appropriation to/from Balancing the Budget Reserve	(8,259)	0	0	0
BUDGET REQUIREMENT	141,916	148,288	148,121	152,632
Funded by:				
Revenue Support Grant	(15,520)	(10,071)	(5,076)	0
Business Rates (inc. Section 31 grant)	(34,847)	(35,553)	(36,295)	(36,952)
PFI Grant	(4,797)	(4,797)	(4,797)	(4,797)
New Homes Bonus	(4,763)	(2,993)	(2,871)	(2,000)
Council Tax inc. WPCC	(80,150)	(80,549)	(83,974)	(87,432)
Collection Fund – (Surplus)/Deficit	(224)	0	0	0
TOTAL FUNDING	(140,300)	(133,963)	(133,014)	(131,181)
GAP including Use of Reserves (Cumulative)	1,616	14,325	15,107	21,450
Potential Loss of Better Care Funding	2,100	2,100		

CAPITAL STRATEGY 2017/21

1 Introduction

1.1 Merton's Capital Strategy for 2017-21 has been aligned and integrated with the Business Plan for the period 2017-21. The Business Plan sets out how the Authority's objectives have been shaped by Merton Partnership in the Community Plan. The Community Plan sets out the overall vision and strategic direction of Merton which are embodied into five strategic themes:-

- Children's Trusts;
- Health and Wellbeing Board;
- Safer and Stronger Communities;
- Sustainable Communities and Transport;
- Corporate Capacity

1.2 Merton Partnership works towards improving the outcomes for people who work, live and learn in the borough and, in particular, to 'bridge the gap' between the eastern and western wards in the borough.

1.3 The financial reality facing local government dominates the choices the council will make for the future of the borough. The development of the Business Plan 2017/21 is therefore based on the set of guiding strategic priorities and principles, as adopted by the council on 13 July 2011:

- Merton should continue to provide a certain level of essential services for residents. The order of priority of 'must' services should be:
 - i) Continue to provide everything that is statutory.
 - ii) Maintain services – within limits – to the vulnerable and elderly.
- After meeting these obligations Merton should do all that it can to help residents who aspire. This means we should address the following as priorities in this order:
 - i) Maintain clean streets and keep council tax low.
 - ii) Keep Merton as a good place for young people to go to school and grow up.
 - iii) Be the best it can for the local environment.
 - iv) All the rest should be open for discussion.

The financial pressures facing Merton mean we should no longer aim to be a 'place-maker' but be a 'place-shaper'. The council should be an enabler, working with partners to provide services.

1.4 Merton's scrutiny function reflects the five strategic themes above and the themes have been incorporated into the bidding process for capital funding to ensure that scarce financial resources are targeted towards strategic objectives.

2 Planning Infrastructure

2.1 Business Plan 2017-2021

2.1.1 The Business Plan sets out the council's vision and ambitions for improvement over the next four years and how this will be achieved. Business Planning and financial planning frameworks are closely aligned and integrated.

2.2 Target Operating Models (TOMs)

2.2.1 TOMs, or Target Operating Models are a series of strategy documents that set out how the organisation will respond to and manage change over the coming months and years. TOMs have been produced for Service Areas or Departments throughout the Council.

2.2.2 A TOM is a statement of how an organisation will deliver its services within a certain structure as a future point in time, TOMs are living documents and will change as the organisation develops. There are a number of elements to a TOM, for Merton these are – Customer Segments, Channels, Services, Organisation, Processes, Information, Technology, Physical Location and People

2.2.3 Developing a TOM is about planning and preparing for change and improvement in a given service. Delivering contexts change and opportunities for improvement are always available, so taking the time to prepare/refresh a TOM allows those within a service to consider its many facets and dependencies and determine how these will change over the coming years. Having an ambitious vision for what the future looks like for the service (which is what a TOM provides), ensures that improvement activity will be more disciplined and controlled and therefore more likely to succeed.

2.3 Service Plans

2.3.1 In developing the Capital Strategy, clear linkages have also been identified with not only the Business Plan, TOMs but also departmental service plans beneath this. It reflects the capital investment implications of the approved objectives of those plans, which themselves reflect the council's proposals set out in service based strategies such as the Primary Places Strategy, Local Implementation Plan (Transport), and Asset Management Plans. Priorities for the Corporate Services department are based around how the council manages its resources effectively and how it carries out its wider community leadership role.

2.3.2 This Capital Strategy is a fundamental component of our approach since it reflects our strategic priorities across the council and endeavours to maximise the contribution of the council's limited capital resources to achieving our vision. We will work closely with residents, community organisations and businesses to focus our resources and those of our partners effectively. The strategy also sets out the management arrangements for allocating resources to individual schemes, establishing funding for projects, monitoring progress, managing performance and ensuring that scarce capital resources are allocated efficiently.

3 Accounting Definitions and Practices

3.1 The council's approach to Capital Accounting follows the Code of Practice on Local Authority Accounting, which itself is based on the International Financial Reporting Standards (IFRS) and guidance issued by CIPFA and professional accounting networks.

3.2 As in previous years, there has been continual review of the Capital Programme to ensure that expenditure meets the strict definition and to identify any items which would be more appropriate to be charged to revenue. This has not resulted in any major changes to the future programme.

3.3 The de-minimis of capital expenditure for the authority is set at £10,000 per project. This applies to all schemes within our capital programme, however in exceptional circumstances thresholds below this may be considered where specific items of expenditure are below this de-minimis level but meet proper accounting definitions of capital expenditure.

3.4 Individual schools may choose to adopt the above de-minimis limit or use the limit of £2,000 as mentioned in some Department for Education and HMRC guidance for various types of school.

4 Corporate and strategic capital expenditure appraisal planning and control

4.1 Capital Programme Board

4.1.1 Merton's Capital Strategy is coordinated by the Capital Programme Board. The board, which is effectively a sub-group of the Corporate Management Team (CMT). The composition of the Board and its Terms of Reference were reviewed in 2015/16. The revisions are designed to make the board more strategic and improve communication flows throughout the organisation. The Board now comprises the Directors of Corporate and Environmental Services with selected Level 2 managers from each service department.

4.1.2 The Terms of Reference of the Board are:

- Lead on the development and maintenance of the capital investment strategy and ensure it is consistent with the Council's strategic objectives, TOMs and service plans.
- Ensure that the capital investment strategy informs and is informed by the asset management plan.
- Ensure there is a transparent and clearly communicated process for allocation of capital funds with clear and well documented criteria and decision making process.
- Monitor progress of capital funded schemes and any other critical schemes as determined by CMT. Receive joint reports from Finance/departmental staff on progress against deliverables, milestones and budget forecasts.
- In conjunction with other governing bodies, consider/approve business cases that involve capital investment.
- Monitor issues arising as a result of changes in accounting treatment of capital expenditure and ensure the organisation responds accordingly.
- Assess capital schemes in the context of the Medium Term Financial Strategy to ensure they are affordable in revenue terms.
- Receive reports from the Property Management and Review Manager relating to capital funds coming from the disposal of property, in collaboration with the Property and Asset Management Board.
- Receive benefits reports from Programme/Project Managers when capital projects/programmes are closed. Monitor key benefits to ensure they are realised for large capital schemes.

4.1.3 The role of the Board is to:

- Set framework and guidelines for capital bids;
- Draft the capital programme for consideration by CMT and Cabinet;
- Review capital bids and prioritise in accordance with the Council's strategic objectives;
- Identify and allocate capital funds;
- Monitor progress of capital programmes/projects and key variances between plans and performance;

- Monitor budgets of capital programmes/projects against forecasts;
 - Monitor benefits and ensure they are realised. Monitor capital receipts
 - Develop and share good practice
- 4.1.4 The Board will be accountable to the Corporate Management Team who will receive reports and escalated matters from the Board on a regular basis. CMT will set the strategy and direction, the Capital Programme Board will operationalise this and escalate concerns and ideas. The Board will refer to, and take advice from, the Procurement Board on any proposals and/or decisions that have a procurement dimension. The Board will work closely with the Property and Asset Management Board on any property/asset related proposals.
- 4.1.5 The Board will make agendas and minutes available to the other Governance Boards within 5 working days of the meeting.
- 4.1.6 During the budget process the Director of Corporate Services recommends to cabinet an initial view as to how the Capital Programme should be funded. However, this recommendation will be informed by the Capital Programme Board's consideration of the capital receipts available and the forecast of future property disposals and the final funding during the closure of accounts will depend on the precise financial position. At this stage it is intended to utilise internal borrowing, capital grant, direct revenue financing, capital receipts and earmarked reserves. Any capital loans given out by the authority will be funded from capital receipts as the repayments will be received as capital receipts. It will be reported to Members as and when it is proposed to use external borrowing.
- 4.1.7 The council has had a robust policy for many years of reviewing its property holding and disposing of surplus property, detailed in the Asset Management Plan (AMP) which also includes policy and procedures for land and property acquisition. All capital receipts are pooled, unless earmarked by cabinet, and are used either to finance further capital investment or for the payment of premiums on repayment of higher interest loans.

4.2 Capital Programme Approval and Amendment

- 4.2.1 The Capital Programme is approved by Council each year. Any change which substantially alters the programme (and therefore the Prudential Indicators) requires full council approval. Rules for changes to the Capital Programme are detailed in the Council's Constitution Financial Regulations and Financial Procedures and the key points are summarised here.

4.2.2 For virements which do not substantially alter the programme the below approval limits apply:

- Virements up to £5k can be signed off by the budget manager, the Chief Financial Officer (CFO) is informed of these changes as part of the monthly financial monitoring
- Virements £5k up to £100k must be approved by the Chief Officer of the area or areas affected along with the Chief Financial Officer, typically this will be as part of the monthly financial monitoring report to CMT however approval can be sought from these officers at any time if necessary
- Virements £100k and upwards go to Cabinet
- Any virement which diverts resources from a scheme not started, resulting in a delay to that scheme, will be reported to Cabinet

(Please note virement rules are cumulative i.e. two virements of £5,000 from one code; the latter would require the approval of Chief Officers)

4.2.3 For increases to the programme for existing schemes up to £100,000 must be approved by the Director of Corporate Services. Increases above this threshold must be approved by Cabinet. In accordance with the Prudential Code if the increase in the Capital Programme will substantially change prudential indicators it must be approved by Council.

4.2.4 For new schemes, the source of funding and any other financial or non-financial impacts must be reported and the limits below apply:

- Budgets of up to £50k can be approved by the Chief Financial Officer in consultation with the relevant Chief Officer
- Budgets of £50k up £500k will be submitted to Cabinet for approval
- Budgets over £500k will be submitted to full Council for approval

Approval thresholds are being reviewed as part of the review of processes for the implementation of the new Financial Information System.

4.3 Capital Monitoring

4.3.1 The Council approves the four year Capital Programme in March each financial year. Amendments to the programme are approved appropriately by CMT, Cabinet and Council. Budget managers are required to monitor their budget monthly, key reviews are undertaken in September and November. December monitoring provides the final opportunity for budget managers to re-profile their budgets for the current financial year.

4.3.2 [November monitoring](#) information feeds into the Authority's Medium Term Financial Strategy (MTFS) and is used to assess the revenue impact over the period of the strategy with minor amendments in the later months. November monitoring is also used to measure the accuracy of year end projections.

- 4.3.3 Councillors receive regular monitoring reports on the overall position of capital expenditure in relation to the budget. They also receive separate progress reports on key spend areas.

4.4 Risk Management

- 4.4.1 The management of risk is strategically driven by the Corporate Risk Management group. The group collates on a quarterly basis the headline departmental risks and planned mitigation activity from each department, project and partnership. From this information a Key Strategic Risk Register is compiled and presented to CMT quarterly for discussion as part of the financial monitoring report. The Authority's Risk Management Strategy is reviewed and updated annually and presented to CMT, cabinet and Council.

5 Revenue budget implications of capital investment

5.1 Revenue cost or savings

- 5.1.1 The draft capital strategy recognises that the prudential framework provides the council with flexibility, subject to the constraints of the council's revenue budget. This flexible ability to borrow, either from internal cash resources or by external borrowing, coupled with the revised treatment of finance leases with effect from 1 April 2010, means that prudential borrowing is used for the acquisition of equipment, where it is prudent, affordable and sustainable. In 2012/13, 2013/14, 2014/15, 2015/16 and 2016/17, it was possible to borrow from internal cash resources rather than external borrowing and it is forecast that this will continue to be the case alongside the use of capital receipts within the current planning period (up to 2020/21). This will be kept under review as part of general Treasury Management.
- 5.1.2 The revenue effects of the capital programme are from capital financing charges and from additional revenue costs such as annual maintenance charges. The capital financing charges are made up of interest payable on loans to finance the expenditure and of principal repayments on those loans. The principal repayments commence in the year after the expenditure is incurred and are calculated by the application of the statutory Minimum Revenue Provision. The interest commences immediately the expenditure is incurred. The revenue effects of the capital programme are fully taken account of in the MTFs, with appropriate adjustments for slippage, timing of capital payments and the use of internal investment funds.

The revenue effects of the capital programme are built into the MTFS and are summarised below:

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
MRP	6,713	5,537	6,775	7,137
Interest	6,437	6,173	6,173	6,103
Capital financing costs	13,150	11,709	12,948	13,240
Investment Income	(607)	(564)	(521)	(517)
Net	12,543	11,146	12,427	12,723

6 Capital resources 2017-21

6.1 Variety of sources

6.1.1 Capital expenditure is funded from a variety of sources:-

- Grants which are not ring-fenced to be spent on a specific project or service
- Specific grants - earmarked for a specific project or purpose
- Capital receipts from the disposal of surplus and under-utilised land and property
- Other contributions such as Section 106/CIL
- Council Funding – through revenue funding, use of reserves or borrowing.

6.2 Annual Minimum Revenue Provision (MRP) Statement

6.2.1 *Under guidance from the Department for Communities and Local Government, authorities are required to prepare an annual statement on their policy on making MRP. This mirrors the existing requirements to report to the council on the Prudential borrowing limit and investment policy.*

6.2.2 *The statement is set out in the Treasury Management Strategy. This approach is under active review and will be reported once concluded*

7 Asset management review

7.1 Capital receipts

7.1.1 Capital receipts generated from the disposal of surplus and under-utilised land and property are a major source of funding and the potential available capital resources are under constant review and revision. The forecast of capital receipts included in this report are based on a multi-year forecast of planned land and property disposals. In addition, after the transfer of the housing stock to Merton Priory Homes, the council continues to receive a share of the receipts from Right to Buy applications and through future sharing arrangements, receipts from the sales of void properties, sales of development land and VAT saving on expenditure on stock enhancements.

7.2 Property as a corporate resource

7.2.1 The council treats its property as a corporate resource, oriented towards achieving its overall goals, underpinned by:

- Clear links to financial plans and budgets.
- Effective arrangements for cross-service working.
- Champions at senior officer and member level.
- Significant scrutiny by councilors.

7.2.2 It ensures that its properties are fit for purpose by making proper provision and action for maintenance and repair. The organisation makes investment and disposal decisions based on thorough option appraisal. The capital programme gives priority to potential capital projects based on a formal objective approval process.

7.2.3 Whole life project costing was used at the design stage for significant projects where appropriate, incorporating future periodic capital replacement costs, projected maintenance and decommissioning costs.

7.2.4 Whole life costing of significant projects, which span more than one year, also forms part of the regular monitoring reports.

7.2.5 The Asset Management Plan is being reviewed and will include greater emphasis on the use of the Council's property assets to support the Council's Transformation Programme, regeneration and increased income/revenue generation.

7.2.6 A new IT system for asset accounting has been brought into use and the possibility of this system being used for more widespread asset management will be explored.

8 Summary of estimated disposals 2017-2021

8.1.1 New guidance has been issued from the DCLG on the flexible use of capital receipts which comes into effect from 1 April 2016 to 31 March 2019. This gives local authorities flexibility to spend capital receipts (excluding Right to Buy receipts) from planned new asset sales on the revenue costs of reform projects, subject to the condition that the projects generate on going revenue savings e.g. transforming service delivery to reduce costs or to improve the quality of service delivery in future years. Below is a plan of activities to which the new treatment of capital receipts could be applied:

- Sharing back-office and administrative services with one or more other council or public sector bodies;
- Investment in service reform feasibility work, e.g. setting up pilot schemes;
- Collaboration between local authorities and central government departments to free up land for economic use;
- Funding the cost of service reconfiguration, restructuring or rationalisation (staff or non- staff), where this leads to ongoing efficiency savings or service transformation;
- Sharing Chief-Executives, management teams or staffing structures;

- Driving a digital approach to the delivery of more efficient public services and how the public interacts with constituent authorities where possible;
- Aggregating procurement on common goods and services where possible, either as part of local arrangements or using Crown Commercial Services or regional procurement hubs or Professional Buying Organisations;
- Improving systems and processes to tackle fraud and corruption in line with the Local Government Fraud and Corruption Strategy – this could include an element of staff training;

8.1.3 The direction makes it clear that local authorities cannot borrow to finance the revenue costs of service reform. Local authorities can only use capital receipts from the disposal of property, plant and equipment assets received in the years in which this flexibility is offered. Local Authorities may not use their existing stock of capital receipts to finance the revenue costs of reform.

Officers are currently considering how to utilise this flexibility to progress key transformation projects such as the housing zone and related redundancy costs.

8.1.4 The Guidance recommends that the Strategy setting out details of projects to be funded through flexible use of capital receipts be prepared prior to the start of each financial year (Flexible Use of Capital Receipts Strategy). Failure to meet this requirement does not mean that an authority cannot access the flexibility in that year. However, in this instance, the Strategy should be presented to full Council or the equivalent at the earliest possible opportunity.

8.1.5 As a minimum, the Strategy should list each project that plans to make use of the capital receipts flexibility and that on a project by project basis details of the expected savings/service transformation are provided. The Strategy should report the impact on the local authority's Prudential Indicators for the forthcoming year and subsequent years. The Strategy should also contain details on projects approved in previous years, including a commentary on whether the planned savings or service transformation have been/are being realised in line with the initial analysis.

8.1.6 Due to difficulties in the property market since the economic recession a cautious view has been taken of the potential capital receipts identified. Much of the anticipated capital receipts are as a result of the VAT shelter agreement entered into with Merton Priory Homes as part of the housing stock transfer. There are current proposals for some of the properties under this agreement to be redeveloped which could result in a reduction in receipts from the VAT shelter agreement, however a Development and Disposals Clawback Agreement was entered into as part of the same transfer and this could result in a significant capital receipt should these development plans go ahead. The following table represents an estimate of an anticipated cash flow and therefore these future capital receipts these have been utilised to fund the capital programme:-

Anticipated Capital Receipts	2017/18	2018/19	2019/20	2020/21
	£000s	£000s	£000s	£000s
Sale of Assets	0	0	0	0
Right to buy/VAT Shelter	1,200	900	900	900
Total	1,200	900	900	900

As there is currently not a need to enter into external borrowing, investment balances will rise with the addition of capital receipts. Average expected interest rates on investments across the years of the capital programme are approximately 0.5%, as such an increase in receipts of £1m would be expected to generate a £5,000 increase in interest in a full year.

The table below shows the funding of the capital programme utilising capital receipts, capital grants and contributions, capital reserves and revenue provisions.

Capital Expenditure	2016/17 Estimate £'000	2017/18 Estimate £'000	2018/19 Estimate £'000	2019/20 Estimate £'000	2020/21 Estimate £'000
Capital Expenditure	39,261	38,623	33,205	16,076	8,432
Slippage	(6,428)	787	1,602	592	102
Total Capital Expenditure	32,833	39,410	34,807	16,668	8,534
Financed by:					
Capital Receipts	14,812	19,117	900	900	900
Capital Grants & Contributions	15,554	14,729	13,055	5,485	628
Revenue Provisions	2,394	5,332	1,356	2	0
Net financing need for the year	72	232	19,497	10,282	7,006

8.1.7 Under the requirements of the Localism Act 2011 parish councils and local voluntary and community organisations have the right to nominate local land or buildings they would like to see included in a list of assets of community value which is maintained by the Local Authority. Once listed the owner must allow community interest groups up to six months to make an offer before the property can be sold to another. It is envisaged that this may lengthen the

disposal time for some properties if they are listed as assets of community value by the Council.

8.2 Debt repayment

8.2.1 The council has had a strategy to reduce its level of debt when opportunity arises in the market. The average interest payable on outstanding debt is 5.72%. For the period 2017-21, capital receipts may continue to be used to pay the premiums on the repayment of those authority debts which have high fixed interest charges, if the terms offered will result in appropriate revenue savings. Any decision to repay debt early will be considered alongside the funding however, this is unlikely to be the case in the short to medium term requirement of the programme.

9 Grant Funding Capital Resources

9.1 Environmental and Regeneration

	2017/18 £000s	2018/19 £000s	2019/20 £000s	2020/21 £000s
Transport for London LIP (earmarked) Capital	2,765	*3,865	TBA	TBA
Total: E&R	2,755	2,765	TBA	TBA

* Indicative and likely to reduce
TBA – To Be Advised

9.2 Children, Schools and Families

CSF	2017/18 £000s	2018/19 £000s	2019/20 £000s	2020/21 £000s
School Condition (non-ringfenced)*	1,800	TBA	TBA	TBA
Basic Need (non-ringfenced)	6,063	7,471	TBA	TBA
Total Grant Funding	7,863	7,471	TBA	TBA
New School (Expected Ringfenced)*	4,850	0	0	0
Devolved Formula Capital (Earmarked)	TBA	TBA	TBA	TBA
TOTAL: CS&F	12,713	7,471	TBA	TBA
Balance added for outstanding grant allocations - CSF	0	529	5,000	650

* Based on Indicative Information

TBA – To Be Advised

9.3 Community and Housing

	2017/18	2018/19	2019/20	2020/21
	£0	£0	£0	£0
Better Care Fund – Minimum Allocation for Disabled Facilities Grant)	<u>TBA</u>	TBA	TBA	TBA

9.4 Summary of Grant Funding 2017-2021

9.4.1 The new resources notified to date are summarised in the following table. It is expected that there will be additional earmarked resources notified during the financial year 2016/17:-

Grant Funding	2017/18	2018/19	2019/20	2020/21
	£000s	£000s	£000s	£000s
Environment and Regeneration	2,765	3,865	TBA	TBA
Children, Schools and Families	12,713	7,471	TBA	TBA
Community and Housing	TBA	TBA	TBA	TBA
Total Grant Funding*	15,478	11,336	0	0
Balance added for outstanding grant allocations - CSF	0	529	5,000	650

* This shows the grant funding being received by the authority

10 Summary of Total Resources 2017-21:

10.1 Summary

10.1.1 The total anticipated resources over the plan period 2017-21, including existing grant funding and anticipated CS&F grants, is summarised in the following table:-

	2017/18	2018/19	2019/20	2020/21
	£000s	£000s	£000s	£000s
Grant & Contributions *	14,729	13,054	5,484	628
Council Funding	24,680	21,752	11,185	7,906
Total	39,410	34,807	16,668	8,534

* This table shows the grants and contributions applied to fund the programme allowing for slippage.

10.1.2 Projects for which earmarked resources have been notified have been given authority to proceed, subject to a detailed specification and programme of works being agreed which ensures that the maximum benefits accrue to the council within the overall constraints of the approved funding. Those schemes, on their own, represent a considerable capital investment.

10.1.3 The Table below summarises the Indicative Capital Programme for 2021 to 2026. Additional detail is provided as Annex 5:

Indicative Capital Programme 2021 to 2026

Merton	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24	Updated Budget 24/25	Updated Budget 25/26
Corporate Services	3,962,000	2,510,000	4,800,000	2,862,000	4,560,000
Community and Housing	280,000	280,000	280,000	280,000	630,000
Children, Schools & Families *	650,000	650,000	755,000	650,000	650,000
Environment & Regeneration *	4,052,000	4,017,000	4,017,000	4,077,000	8,075,000
Total Merton	8,944,000	7,457,000	9,852,000	7,869,000	13,915,000

* Please note these figures do not include any allowance of grant funding for Transport for London and Disabled Facilities.

10.1.4 For every £1 million capital expenditure that is funded by external borrowing it is estimated that there will be annual revenue debt charges of between £216,000 for assets with a life of 5 years to £39,600 for an asset life of 50 years.

11 Capital Bids and Prioritisation Criteria

11.1 Prioritisation of schemes 2020/21

The allocation of capital resources, on those schemes to be funded by borrowing, is focused towards the achievement of the council's key strategic objectives as agreed by councillors as highlighted in section 1 of this strategy.

The prioritisation criteria used in respect of growth were 'Statutory', Need (demand and / or priority), attracts match funding and revenue impact (including invest to save). Due to officers' awareness of the need to restrain the capital programme to affordable levels, the reduction put forward over the period 2017-21, on the basis of these criteria by the board to cabinet was £14.8 million 2017-21 (excluding TfL).

12 Detailed Capital Programme 2017-21

12.1 Corporate Services

12.2 This department is responsible for the administration of finance and staff, together with the corporate buildings including IT and utility services. Its main capital expenditure is on IT software and hardware, and on improvements to buildings. In order to support more intensive use of the civic centre HQ as part of the flexible working project, capital investment in the overall building infrastructure is essential, including replacement of the main boilers and heat exchangers that are approaching the end of their economic lifespan. There are also budgets held centrally under Corporate Services to ensure funds are available to take up opportunities arising in the local property market, to

leverage match funding or to enable transformation of services. Annex 1 provides the overall scheme level for approval and Annex 3 provides a detailed breakdown of projects.

12.3 Children, Schools and Families

This department's main capital focus is the need for increased provision for pupils, with the major spend shifting from primary to secondary in 2016/17. The provision in the 2017-21 programme has been revised to that shown in the table below:

Children, Schools & Families	Updated Budget 17/18 £000s	Updated Budget 18/19 £000s	Updated Budget 19/20 £000s	Updated Budget 20/21 £000s
Primary School Expansions	30	0	0	0
Secondary School Expansions	8,889	6,156	4,481	0
SEN	3,196	5,310	1,000	0
Other	804	650	755	650
Children, Schools & Families	12,920	12,116	6,236	650

Please note £1 million has moved from Secondary Expansions to SEN since November Cabinet

CSF capital programme 2017-21

The requirement to provide sufficient school places is a key statutory requirement. The government provides capital grant to meet some of this need, but there is a significant shortfall for the council to fund primary school places

The capital programme in 2017/18 provides the finance to complete the expansion of Dundonald Primary School. This will complete a primary school expansion programme over eight years that is providing an additional 4,410 places (21 additional forms of entry since 2007/08).

Following the latest demographic information and admissions data, no further primary school expansions are planned or funded in the capital programme.

Secondary school places

The significant increase in demand for school places reached the secondary phase from September 2015, with significant increases at secondary age transfer up to 2018/19 that will flow into all secondary age groups.

However, it is expected the extra demand for places can be met through existing accommodation for the first two years. School expansion and a new school will be required to provide sufficient places thereafter so significant budget is proposed for this from 2016-17.

The capital programme for 2017/21 includes £19.6 million for expansions in the borough's existing secondary schools and the first phase of a new secondary school. However, the council is working with the Education

Funding Agency to ensure that significant funding for the new 'Harris Wimbledon' school is provided by central government.

Due to the difficulty of accurately forecasting the specific level of pupil transfer from the last year of primary school to secondary school the level of secondary school expansion required will be subject to regular reviews over the capital programme period. There is therefore uncertainty over the size, timing and cost of the secondary expansion, this includes a lack of clarity regarding government funding.

Special school places

The increase in demand for special school provision is proportionally greater for special schools than mainstream schools, though the numbers involved are significantly smaller. Capital funding is provided in the 2017/21 programme for expansion, including ensuring the numbers in the Perseid upper school will match the lower school. Further decisions on specific expansion schemes for special school provision are subject to review.

Other schemes

With regard to other capital schemes, £650,000 per annum is provided for schools this will be limited to urgent health and safety related needs, with the council expecting schools to fund all works below £20,000.

12.3 Environment and Regeneration

This department provides a co-ordinated approach to managing the public realm (all borough areas to which the public has access), as well as the regeneration of our town centres and neighbourhoods.

The individual projects for this department are all listed in Annex 3. Other than the grant funded Transport for London scheme for the upgrade of principal roads, the departments main schemes relate to 12 main areas:

Environment & Regeneration	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21
Footways Planned Works	1,000,000	1,000,000	1,000,000	1,000,000
Greenspaces	235,000	335,000	355,000	300,000
Highways General Planned Works	419,000	422,000	427,000	427,000
Highways Planned Road Works	1,500,000	1,500,000	1,200,000	1,200,000
Leisure Centres	9,018,670	2,117,450	257,950	250,000
Regeneration Partnerships	1,145,870	1,000,000	3,000,000	1,000,000
Street Lighting	290,000	509,000	290,000	290,000
Street Scene	60,000	60,000	60,000	60,000
Transport for London	2,064,800	3,864,800	0	0
Traffic and Parking Management	156,000	150,000	150,000	150,000
Transport and Plant	1,686,000	3,070,000	300,000	300,000

Waste Operations	160,500	2,719,500	40,000	40,000
Environment & Regeneration	17,735,840	16,747,750	7,079,950	5,017,000

12.3.1 Highways Planned Road Works and Footways Planned Works

These works are based on annual condition surveys of the whole of the borough. As a result, items are prioritised and drawn up in programmes of works. These programmes may be amended as circumstances alter.

12.3.2 Highways General Planned Works

An indicative list of the major works to be done under this budgeted scheme is as follows:

Leisure Centres	Updated Budget 17/18 £000s	Updated Budget 18/19 £000s	Updated Budget 19/20 £000s	Updated Budget 20/21 £000s
Surface Water Drainage	69	72	77	77
Highways bridges & structures	260	260	260	260
Maintain AntiSkid and Coloured	90	90	90	90
Total Highways General Planned Works	419	422	427	427

12.3.3 Leisure

The major works relate to the authority's three Leisure Centres. The first scheme is for general improvements to the three Leisure Centres. The second scheme, Morden Park Pools, is a major investment for the council, with the replacement of the current centre with a new facility.

Leisure Centres	Updated Budget 17/18 £000s	Updated Budget 18/19 £000s	Updated Budget 19/20 £000s	Updated Budget 20/21 £000s
Leisure Centre Plant & Machine	450	300	250	250
Morden Leisure Centre	8,319	567	8	0
Wimbledon Park Lake De-Silting	250	1,250	0	0
Total Leisure Centres	9,019	2,117	258	250

12.3.4 Future Merton

Regeneration is a major part of the council's strategy. A vision for Morden town centre is being developed and Mitcham town centre will be sustainably developed. The main areas of expenditure over the Capital Programme period will be those below.

Environment and Regeneration	Updated Budget 17/18 £000s	Updated Budget 18/19 £000s	Updated Budget 19/20 £000s	Updated Budget 20/21 £000s
Regeneration Partnerships				
Mitcham Major Schemes - TfL	700	0	0	0
Industrial Estate Investment	446	0	0	0

Transportation Enhancements	0	1,000	3,000	1,000
Total Regeneration Partnerships	1,146	1,000	1,000	1,000

12.4 Community and Housing

12.4.1 This department aims to provide residents with the chance to live independent and fulfilling lives, in suitable homes within sustainable communities, with chances to learn, use information, and acquire new skills. The departmental Capital Programme for 2017/21 comprises:

Community and Housing	Updated Budget 17/18 £000s	Updated Budget 18/19 £000s	Updated Budget 19/20 £000s	Updated Budget 20/21 £000s
<u>Libraries</u>				
Library Self Service	0	0	0	350
Colliers Wood Re-Fit	200	0	0	0
West Barnes Library Re-Fit	200	0	0	0
Library Management System	100	0	0	0
<u>Housing</u>				
Disabled Facilities Grant	755	629	280	280
Total Community and Housing	1,255	629	280	630

12.5 Overall Programme

12.5.1 The approved Capital Programme for 2017/21 follows at Annex 1, Annex 3 provides an additional breakdown detail of the approved schemes. The summary is as follows:

Merton	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21
Corporate Services	6,712,000	3,712,000	2,480,000	2,135,000
Community and Housing	1,255,000	628,900	280,000	630,000
Children, Schools & Families	12,920,030	12,116,200	6,236,000	650,000
Environment & Regeneration	17,735,840	16,747,750	7,079,950	5,017,000
Total Merton	38,622,870	33,204,850	16,075,950	8,432,000

12.5.2 The funding details for the programme follow at Annex 2

12.5.3 Within the funding details the authority has anticipated some slippage for schemes that require a consultation process or a planning application or where the implementation timetable is not certain. The slippage anticipated reduces the spend in the year it is budgeted but increases the spend in the

following year when it is incurred. When slippage from 2016/17 is approved, the 2017/18 Capital Programme will be adjusted accordingly.

- 12.5.4 Annexe 1 Capital Investment Programme - Schemes for Approval
- Annexe 2 Funding the Capital Programme 2017-21
- Annexe 3 Detailed Capital Programme 2017-21
- Annexe 4 Analysis of Growth/(Reduction) from current approved programme
- Annexe 5 Indicative Capital Programme 2021-26

CAPITAL INVESTMENT PROGRAMME - SCHEMES FOR APPROVAL - ANNEX 1

Merton	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21
Corporate Services	6,712,000	3,712,000	2,480,000	2,135,000
Community and Housing	1,255,000	628,900	280,000	630,000
Children, Schools & Families	12,920,030	12,116,200	6,236,000	650,000
Environment & Regeneration	17,735,840	16,747,750	7,079,950	5,017,000
Total Merton	38,622,870	33,204,850	16,075,950	8,432,000

Merton	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21
Total Business Improvement	816,000	1,377,000	0	0
Total Resources	0	0	0	125,000
Total Information Technology	1,946,000	1,085,000	630,000	1,060,000
Total Facilities Management	3,950,000	1,250,000	1,850,000	950,000
Total Corporate Services	6,712,000	3,712,000	2,480,000	2,135,000
Community and Housing				
Housing	755,000	628,900	280,000	280,000
Libraries	500,000	0	0	350,000
Total Community and Housing	1,255,000	628,900	280,000	630,000
Children, Schools and Families				
Primary School Expansions	30,000	0	0	0
Secondary School Expansions	8,889,290	6,156,200	4,481,000	0
SEN	3,196,290	5,310,000	1,000,000	0
Other	804,450	650,000	755,000	650,000
Children, Schools & Families	12,920,030	12,116,200	6,236,000	650,000

Please note £1million has moved from Secondary Expansions to SEN since November Cabinet

CAPITAL INVESTMENT PROGRAMME - SCHEMES FOR APPROVAL - ANNEX 1 Continued.....

Environment & Regeneration	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21
Footways Planned Works	1,000,000	1,000,000	1,000,000	1,000,000
Greenspaces	235,000	335,000	355,000	300,000
Highways General Planned Works	419,000	422,000	427,000	427,000
Highways Planned Road Works	1,500,000	1,500,000	1,200,000	1,200,000
Leisure Centres	9,018,670	2,117,450	257,950	250,000
Regeneration Partnerships	1,145,870	1,000,000	3,000,000	1,000,000
Street Lighting	290,000	509,000	290,000	290,000
Street Scene	60,000	60,000	60,000	60,000
Transport for London	2,064,800	3,864,800	0	0
Traffic and Parking Management	156,000	150,000	150,000	150,000
Transport and Plant	1,686,000	3,070,000	300,000	300,000
Waste Operations	160,500	2,719,500	40,000	40,000
Environment & Regeneration	17,735,840	16,747,750	7,079,950	5,017,000

Please Note

- 1) Excludes expenditure budgets relating to Disabled Facilities Grant funding from 2017/18.
- 2) Excludes expenditure budgets relating to Transport for London Grant from 19/20 as grant funding has not been announced.
- 3) Excludes expenditure budgets relating to Devolved Formula Capital for schools from 2017/18 as grant funding has not been announced.
- 4) Excludes any expenditure budgets relating to a Housing Company

FUNDING THE CAPITAL PROGRAMME 2016-21Annex2

Merton	Capital Programme £000s	Funded by Merton £000s	Funded by grant and capital contributions £000s
2016/17 Current Budget	39,261	22,575	16,686
Potential Slippage b/f	0	0	0
2016/17 Revised Budget	39,261	22,575	16,686
Potential Slippage c/f	(5,166)	(4,614)	(552)
Potential Underspend not slipped into next year	(1,262)	(685)	(578)
Total Spend 2016/17	32,833	17,278	15,555
2017/18 Current Budget	38,623	23,876	14,747
Potential Slippage b/f	5,166	4,614	552
2017/18 Revised Budget	43,789	28,490	15,299
Potential Slippage c/f	(3,470)	(2,966)	(503)
Potential Underspend not slipped into next year	(909)	(842)	(67)
Total Spend 2017/18	39,410	24,680	14,729
2018/19 Current Budget	33,205	20,362	12,844
Potential Slippage b/f	3,470	2,966	503
2018/19 Revised Budget	36,675	23,328	13,347
Potential Slippage c/f	(1,469)	(1,239)	(230)
Potential Underspend not slipped into next year	(399)	(336)	(63)
Total Spend 2018/19	34,807	21,752	13,054
2019/20 Current Budget	16,076	10,796	5,280
Potential Slippage b/f	1,469	1,239	230
2019/20 Revised Budget	17,545	12,036	5,510
Potential Slippage c/f	(551)	(540)	(11)
Potential Underspend not slipped into next year	(326)	(312)	(14)
Total Spend 2019/20	16,668	11,185	5,484
2020/21 Current Budget	8,432	7,782	650
Potential Slippage b/f	551	540	11
2020/21 Revised Budget	8,983	8,322	661
Potential Slippage c/f	(101)	(100)	(1)

Potential Underspend not slipped into next year	(348)	(315)	(33)
Total Spend 2020/21	8,534	7,906	628

* Funded by Merton refers to expenditure funded through Capital Receipts, Revenue Reserves and ' by borrowing.

DETAILED CAPITAL PROGRAMME 2017-21 ANNEX 3

Department	Scrutiny	2017-18	2018-19	2019-20	2020-21
Corporate Services					
<u>Business Improvement</u>					
Replacement Social Care System	OSC	425,540	350,000	0	0
Planning&Public Protection Sys	OSC	40,000	510,000	0	0
Revenue and Benefits	OSC	0	400,000	0	0
Spectrum Spatial Analyst Replacement	OSC	0	42,000	0	0
Capita Housing	OSC	100,000	0	0	0
Aligned Assets	OSC	0	75,000	0	0
Replacement Document Management System	OSC	0	0	0	0
Electronic Asset Management	OSC	250,460	0	0	0
Customer Contact	OSC	0	0	0	0
<u>Corporate</u>					
<u>Facilities Management</u>					
Invest to Save Schemes	OSC	900,000	300,000	300,000	300,000
Capital Works Facilities	OSC	300,000	300,000	650,000	650,000
Water Safety Works	OSC	150,000	100,000	0	0
Asbestos Safety Works	OSC	250,000	250,000	0	0
Schools PV&Energy conservation	OSC	2,000,000	0	0	0
Civic Centre Boilers	OSC	0	300,000	0	0
Civic Centre Staff Entrance Improvements	OSC	200,000	0	0	0
Civic Centre Lightning Upgrade	OSC	0	0	300,000	0
Civic Centre Block Paving	OSC	75,000	0	0	0
Multi-Function Device	OSC	75,000	0	600,000	0
<u>Information Technology</u>					
Planned Replacement Programme	OSC	1,746,000	510,000	430,000	860,000
IT Enhancements	OSC	200,000	275,000	200,000	200,000
Data Centre Support Equipment	OSC	0	300,000	0	0
<u>Resources</u>					
Replacement of Civica Icon	OSC	0	0	0	125,000
Total Corporate Services		6,712,000	3,712,000	2,480,000	2,135,000

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

DETAILED CAPITAL PROGRAMME 2017-21 Continued....

ANNEX 3

Department	Scrutiny	2017-18	2018-19	2019-20	2020-21
Community and Housing					
<u>Libraries</u>					
Library Self Service	SC	0	0	0	350,000
Colliers Wood Re-Fit	SC	200,000	0	0	0
West Barnes Library Re-Fit	SC	200,000	0	0	0
Library Management System	SC	100,000	0	0	0
<u>Housing</u>					
Disabled Facilities Grant	SC	755,000	628,900	280,000	280,000
Total Community and Housing		1,255,000	628,900	280,000	630,000

Department	Scrutiny	2017-18	2018-19	2019-20	2020-21
Children, Schools and Families					
<u>Primary Expansions</u>					
Dundonald	CYP	30,000	0	0	0
<u>Secondary Expansion</u>					
Secondary School expansion	CYP	30,000	0	0	0
St Marks	CYP	200,000	1,423,600	3,681,000	0
New 6fe School	CYP	5,116,250	2,689,100	0	0
Harris merton	CYP	3,372,980	0	0	0
Harris Morden	CYP	200,060	2,043,500	800,000	0
<u>SEN Expansion</u>					
Perseid	CYP	931,930	650,000	0	0
Secondary School Autism Unit	CYP	200,000	1,160,000	0	0
Further SEN	CYP	2,064,360	3,500,000	1,000,000	0
<u>Other CSE</u>					
Schools Capital Maintenance	CYP	670,000	650,000	650,000	650,000
School Loans	CYP	104,450	0	0	0
Admissions IT	CYP	0	0	105,000	0
Total Children, Schools and Families		12,920,030	12,116,200	6,236,000	650,000

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

Please note £1million has moved from St Marks Secondary to Further SEN since November Cabinet

Please Note

- 1) Excludes expenditure budgets relating to Disabled Facilities Grant from 17/18.
- 2) Excludes expenditure budgets relating to Transport for London Grant from 19/20 as grant funding has not been announced.
- 3) Excludes expenditure budgets relating to Devolved Formula Capital for schools from 2016/17 as grant funding has not been announced.
- 4) Excludes any expenditure budgets relating to a Housing Company

DETAILED CAPITAL PROGRAMME 2017-21 Continued....

ANNEX 3

Department	Scrutiny	2017-18	2018-19	2019-20	2020-21
<u>Environment and Regeneration</u>					
<u>Footways Planned Works</u>					
Repairs to Footways	SC	1,000,000	1,000,000	1,000,000	1,000,000
<u>Greenspaces</u>					
Parks investment	SC	201,000	307,500	295,000	300,000
Parks Bins - Finance Lease	SC	34,000	27,500	0	0
Pay & Display Machine	SC	0	0	60,000	0
<u>Highways General Planned Works</u>					
Surface Drainage Water	SC	69,000	72,000	77,000	77,000
Highways and Bridges Structures	SC	260,000	260,000	260,000	260,000
Maintain AntiSkid and Coloured	SC	90,000	90,000	90,000	90,000
<u>Highways Planned Road Works</u>					
Borough Roads Maintenance	SC	1,500,000	1,500,000	1,200,000	1,200,000
<u>Leisure Centres</u>					
Leisure Centre Plant and Machines	SC	450,000	300,000	250,000	250,000
Morden Leisure Centre	SC	8,318,670	567,450	7,950	0
Wimbledon Park Lake De-Silting	SC	250,000	1,250,000	0	0
<u>Regeneration Partnerships</u>					
Mitcham Major Schemes - TfL	SC	700,000	0	0	0
Industrial Estate Investment	SC	445,870	0	0	0
Transportation Enhancements	SC	0	1,000,000	3,000,000	1,000,000
<u>Street Lighting</u>					
Street Lighting	SC	290,000	509,000	290,000	290,000
<u>Street Scene</u>					
Street Tree Programme	SC	60,000	60,000	60,000	60,000
<u>Transport for London</u>					
TfL Unallocated	SC	1,844,800	1,864,800	0	0
Morden TfL	SC	220,000	2,000,000	0	0
<u>Transport and Plant</u>					
Replacement Fleet Vehicles	SC	400,000	400,000	300,000	300,000
SWLP Vehicles	SC	1,286,000	2,670,000	0	0
<u>Traffic and Parking Management</u>					
Traffic Schemes	SC	156,000	150,000	150,000	150,000
<u>Waste Operations</u>					
Alley Gating	SC	40,000	40,000	40,000	40,000
Waste Bins - Finance Lease	SC	5,500	5,500	0	0
SWLP IT	SC	42,000	0	0	0
SWLP Depot	SC	73,000	0	0	0
SWLP Wheelie Bins	SC	0	2,674,000	0	0
Total Environment and Regeneration		17,735,840	16,747,750	7,079,950	5,017,000

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

Analysis of Growth against Approved Programme 2017/20 and Indicative Programme 2020/21
ANNEX 4

Department	2017-18	2018-19	2019-20	2020-21
<u>Corporate Services</u>				
<u>Business Improvement</u>				
Replacement Social Care System	200,000	350,000	0	(150,000)
Planning&Public Protection Sys	(510,000)	510,000	0	0
Electronic Asset Management	0	0	(190,000)	0
Customer Contact	0	0	0	(200,000)
<u>Corporate</u>				
<u>Facilities Management</u>				
Capital Works Facilities	0	0	(50,000)	(50,000)
<u>Resources</u>				
Improving Financial Systems	0	0	0	(700,000)
Total Corporate Services	(310,000)	860,000	(240,000)	(1,100,000)
<u>Children, Schools and Families</u>				
<u>Secondary Expansion</u>				
St Marks	(911,800)	(1,257,400)	1,681,000	0
New 6fe School	0	0	(1,979,100)	(6,000,000)
Harris Morden	(1,643,500)	1,343,500	800,000	0
Raynes Park	(100,000)	(1,530,000)	(4,200,000)	0
<u>SEN Expansion</u>				
Secondary School Autism Unit	(960,000)	1,160,000	0	0
Further SEN	(500,000)	500,000	0	0
Total Children, Schools and Families	(4,115,300)	216,100	(3,698,100)	(6,000,000)
<u>Environment and Regeneration</u>				
<u>Greenspaces</u>				
Parks investment	0	0	0	(25,000)
<u>Highways Planned Road Works</u>				
Borough Roads Maintenance	0	0	(50,000)	(50,000)
<u>Leisure Centres</u>				
Leisure Centre Plant and Machines	0	0	(50,000)	(50,000)
<u>Regeneration Partnerships</u>				
Transportation Enhancements	0	(4,000,000)	3,000,000	1,000,000
<u>Transport and Plant</u>				
Replacement Fleet Vehicles	(100,000)	(100,000)	(50,000)	(50,000)
<u>Traffic and Parking Management</u>				
Traffic Schemes	0	(25,000)	(25,000)	(25,000)
Total Environment and Regeneration	(100,000)	(4,125,000)	2,825,000	800,000
Total Merton	(4,525,300)	(3,048,900)	(1,113,100)	(6,300,000)

* 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 (17/20) and indicative (20/21)

INDICATIVE CAPITAL PROGRAMME 2021-26

ANNEX 5

<u>Department</u>	2021-22	2022-23	2023-24	2024-25	2025-26
<u>Corporate Services</u>					
<u>Business Improvement</u>					
Replacement Social Care System	0	0	2,100,000	0	0
Planning&Public Protection Sys	0	0	0	0	550,000
Revenue and Benefits	0	0	0	400,000	0
Spectrum Spatial Analyst Replacement	42,000	0	0	42,000	0
Capita Housing	0	100,000	0	0	0
Aligned Assets	0	0	75,000	0	0
Replacement Document Management System	0	0	900,000	0	0
Electronic Asset Management	0	0	0	240,000	0
Customer Contact	2,000,000	0	0	0	2,000,000
<u>Facilities Management</u>					
Invest to Save Schemes	300,000	300,000	300,000	300,000	300,000
Capital Works Facilities	650,000	650,000	650,000	650,000	650,000
Multi-Function Device	0	0	0	600,000	0
<u>Information Technology</u>					
Planned Replacement Programme	770,000	560,000	575,000	430,000	860,000
IT Enhancements	200,000	200,000	200,000	200,000	200,000
<u>Resources</u>					
Improving Financial Systems	0	700,000	0	0	0
Total Corporate Services	3,962,000	2,510,000	4,800,000	2,862,000	4,560,000
<u>Community and Housing</u>					
<u>Libraries</u>					
Library Self Service	0	0	0	0	350,000
<u>Housing</u>					
Disabled Facilities Grant	280,000	280,000	280,000	280,000	280,000
Total Community and Housing	280,000	280,000	280,000	280,000	630,000
<u>Children, Schools and Families</u>					
<u>Other CSF</u>					
Schools Capital Maintenance	650,000	650,000	650,000	650,000	650,000
Admissions IT	0	0	105,000	0	0
Total Children, Schools and Families	650,000	650,000	755,000	650,000	650,000

INDICATIVE CAPITAL PROGRAMME 2021-26 Continued.....

ANNEX 5

Department	2021-22	2022-23	2023-24	2024-25	2025-26
Environment and Regeneration					
<u>Footways Planned Works</u>					
Repairs to Footways	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
<u>Greenspaces</u>					
Parks investment	300,000	300,000	300,000	300,000	300,000
Pay & Display Machine	0	0	0	60,000	60,000
<u>Highways General Planned Works</u>					
Surface Drainage Water	77,000	77,000	77,000	77,000	77,000
Highways and Bridges Structures	260,000	260,000	260,000	260,000	260,000
Maintain AntiSkid and Coloured	90,000	90,000	90,000	90,000	90,000
<u>Highways Planned Road Works</u>					
Borough Roads Maintenance	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
<u>Leisure Centres</u>					
Leisure Centre Plant and Machines	250,000	250,000	250,000	250,000	250,000
<u>Other E&R</u>					
Replacing Handheld Computers	35,000	0	0	0	0
<u>Street Lighting</u>					
Street Lighting	290,000	290,000	290,000	290,000	290,000
<u>Street Scene</u>					
Street Tree Programme	60,000	60,000	60,000	60,000	60,000
<u>Transport and Plant</u>					
Replacement Fleet Vehicles	300,000	300,000	300,000	300,000	300,000
SWLP Vehicles	0	0	0	0	3,956,000
<u>Traffic and Parking Management</u>					
Traffic Schemes	150,000	150,000	150,000	150,000	150,000
<u>Waste Operations</u>					
Alley Gating	40,000	40,000	40,000	40,000	40,000
SWLP IT	0	0	0	0	42,000
Total Environment and Regeneration	4,052,000	4,017,000	4,017,000	4,077,000	8,075,000
Total Merton	8,944,000	7,457,000	9,852,000	7,869,000	13,915,000

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** Negative growth in the capital programme is as a result of reduction when compared to the approved (17/20)and indicative (20/21) programme.

Please Note

- 1) Excludes expenditure budgets relating to Disabled Facilities Grant
- 2) Excludes expenditure budgets relating to Transport for London Grant .
- 3) Excludes expenditure budgets relating to Devolved Formula Capital for schools.
- 4) Excludes any expenditure budgets relating to a Housing Company

First Draft Service Plans.

Attached are our 21 First Draft Service Plans, in departmental order.

It should be noted that as these are First Draft Service Plans they are subject to being revised as the Service Planning process continues.

Second Draft Service Plans are due to be completed on the 22 December, after which they will form part of the Consultation Pack that will be used for all Cabinet and Scrutiny meetings throughout January 2017.

Final plans will be completed on the 26 January 2017 and these plans will form part of our 2017/21 Business Plan.

Also included is one First Draft Commissioning Plan for our commissioned Merton Adult Education service, which is also subject to review as the process continues.

There will be Commissioning Plans for Environment and Regeneration's services that fall under the Phase C arrangement; one combined Commissioning Plan for Lot 1 (Street Cleaning and Waste) and one for Lot 2 (Parks and Green Spaces)

These, however, will not be available until January 2017, when they will be presented to Cabinet and Scrutiny, as the Phase C arrangements have yet to be finalised. Environment and Regeneration's Transport Plan is also subject to change, due to the Phase C arrangements and an updated plan will be available for review in January.

Index of Departmental Service and Commissioning Plans

Children, Schools and Families	Community and Housing	Corporate Services	Environment and Regeneration
Children's Social Care	Adult Social Care	Business Improvement	Development & Building Control
Education	Housing Needs & Enabling	Corporate Governance	Future Merton & Traffic and Highways
	Libraries	Customer Services	Leisure & Cultural Development
	Merton Adult Education*	Human Resources	Parking
	Public Health	Infrastructure & Transactions	Property
		Resources	Regulatory Service Partnership
		Shared Legal Services	Safer Merton
			Transport

**Commissioning Plan*

Children Schools & Families

Children's Social Care & Youth Inclusion
Cllr Katy Neep: Cabinet Member for Children's Services

Enter a brief description of your main activities and objectives below

Children's Social Care (CSC) delivers a range of government prescribed & legislated functions to children at risk of harm, children in care, care leavers & young offenders, as well as wider services for families.

CSC works within an integrated context co-ordinating multi agency support to those families at all levels of Merton's Child & Young Person (CYP) Well-being Model. The service works with approximately 1,300 children at any one time who have the greatest needs in the borough across a range of outcomes: safety, well-being, health, education & life chances.

Merton's CYP Well-being Model sets out Merton's approach to supporting families which seeks to provide services at the time they are needed to prevent further need arising & escalation up the model. This is the most efficient use of resources & CSC undertakes a range of family support activity to prevent children entering either child protection or care systems at every stage of childhood. This necessitates a strong commitment to robust assessment & thresholds, which require a quality assurance function to ensure on-going success of the model.

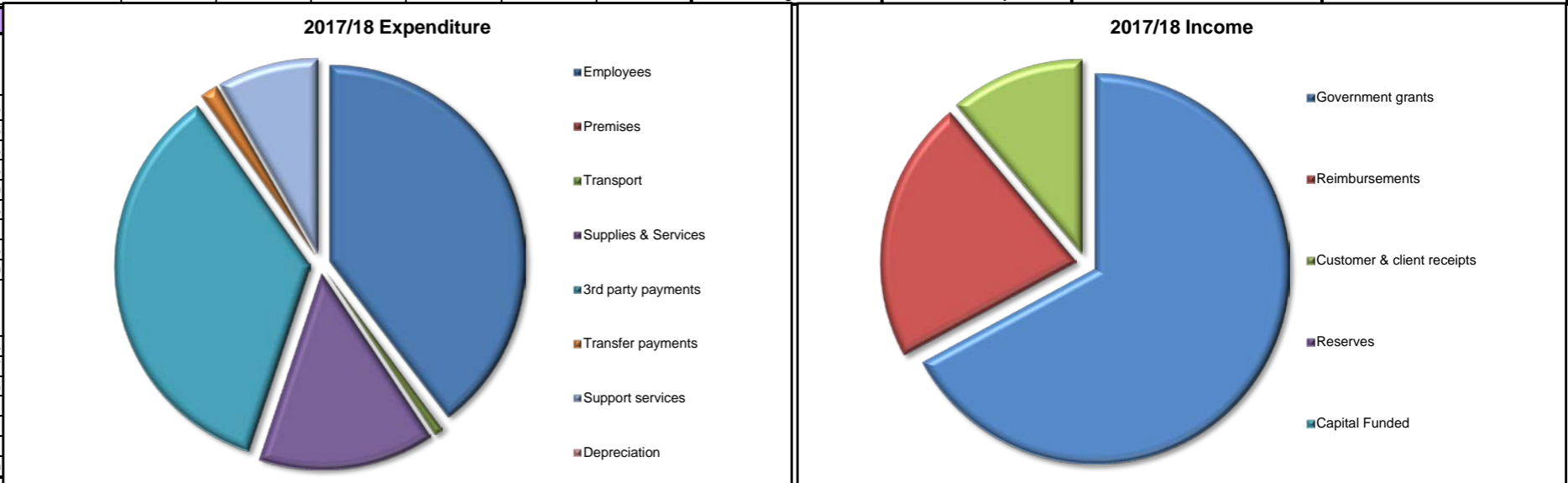
Merton has lower numbers of children subject to child protection plans in the care system than the majority of London Boroughs, as well as lower numbers of first time entrants, and seeks to continue this approach, therefore ensuring that we minimise the use of costly high end interventions with our families & promote family strengths to enable them to care for their own children.

Youth Inclusion provides a targeted service to support vulnerable young people & their parents to prevent offending & re-offending. It also supports the transforming families programme, helping targeted families to get back into work, & improve the outcomes for their children by preventing reoffending or going into care. It also leads on participation for CSF.

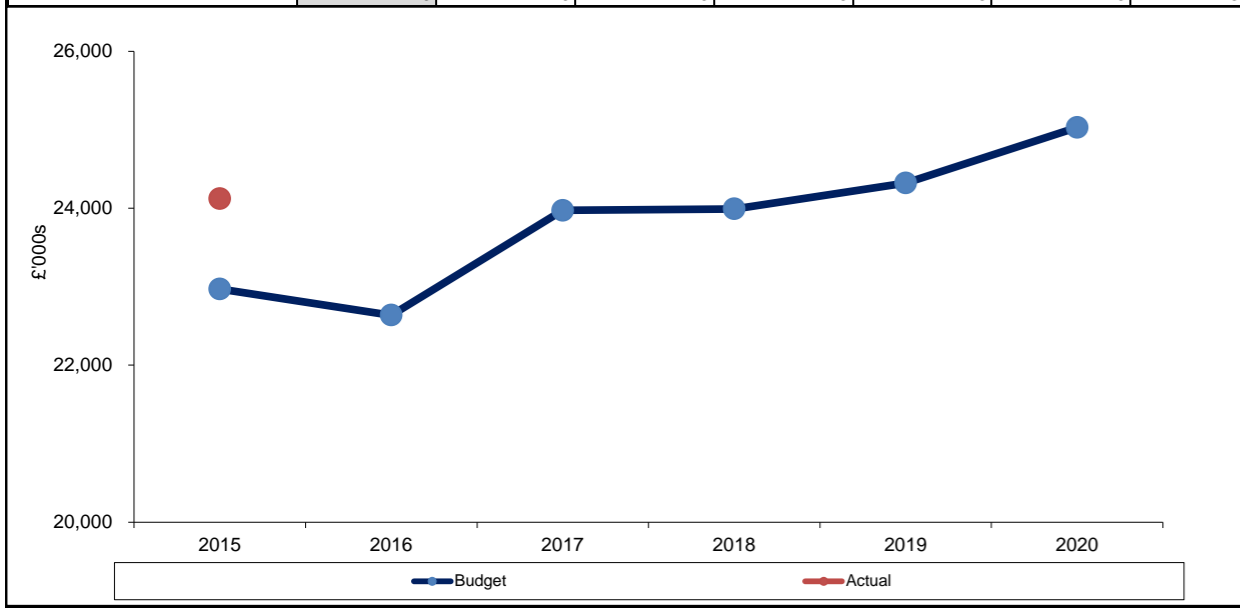
Access to resources for looked after children/external placement provision
Recruitment of in house foster carers.

Anticipated demand		Planning Assumptions					Anticipated non financial resources				
		2015/16	2016/17	2017/18	2018/19	2019/20			2020/21		
Population growth - looked after children & Care leavers				15-30							
Population growth - Child Protection Plans				30-60							
Increase in 0-19 population				3,210							
UASC - increased numbers and impact on resources				30-32							
Performance indicator		Performance Targets (T) & Provisional Performance Targets (P)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
		2015/16(T)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)					2020/21(P)
% single assessments completed within agreed timescales		82	85	90	91			High	Monthly	Business critical	Safeguarding issues
Care application average duration (national target 26 weeks)		37	35	27	26			Low	Quarterly	Quality	Safeguarding issues
Children in care adopted or receiving a Special Guardianship Order		13	13	13	13			High	Monthly	Outcome	Reduced customer service
% CYP on Child Protection Plan for 2nd or subsequent time		13	16	16	16			Low	Monthly	Quality	Safeguarding issues
% NEET aged 16-18		5	4.7	4.7	4.6			Low	Monthly	Outcome	Social exclusion
Number YJS first time entrants		80	70	50	50			Low	Monthly	Outcome	Social exclusion
% LAC (2.5 years or more) in same placement for 2 years		n/a	66	66	69			High	Monthly	Outcome	Safeguarding issues
% LAC experiencing 3 or more placements moves		n/a	12	12	11			Low	Monthly	Outcome	Social exclusion
% fostered LAC in external agency FC placements		46	42	42	40			High	Quarterly	Business critical	Increased costs
Number of in house foster carers recruited		20	15	15	15			High	Quarterly	Quality	Increased costs
Care Leavers who are ETE aged 19-21			66	68	70			High	Quarterly	Outcome	Social Exclusion

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	24,735	26,428	23,800	25,056	25,075	25,405	26,113
Employees	10,775	10,921	9,878	9,933	9,838	9,553	10,146
Premises	47	48	43	52	52	52	53
Transport	163	204	164	189	191	193	195
Supplies & Services	3,830	4,033	3,509	3,641	3,687	3,983	4,030
3rd party payments	7,839	8,769	7,751	8,781	8,842	9,152	9,213
Transfer payments	359	437	369	374	380	385	391
Support services	1,723	2,016	2,085	2,085	2,085	2,085	2,085
Depreciation	0	0	0	0	0	0	0
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Income	1,763	2,305	1,163	1,084	1,084	1,084	1,084
Government grants	1,134	1,114	806	727	727	727	727
Reimbursements	508	646	236	236	236	236	236
Customer & client receipts	121	544	121	121	121	121	121
Reserves							
Capital Funded							
Council Funded Net Budget	22,972	24,123	22,637	23,972	23,991	24,321	25,029



Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
	0	0	0	0	0	0	0



2017/18

(Deletion of 1 AD, 1 Head of Service and half an admin post: £224,000 to be split across CSC/YI and Education).

2018/19

(Review of CSF staffing structure beneath management level: £189,000 to be split across CSC/YI and Education).
(Data review & centralisation: £40,000 to be split across CSC/YI and Education).

2019/20

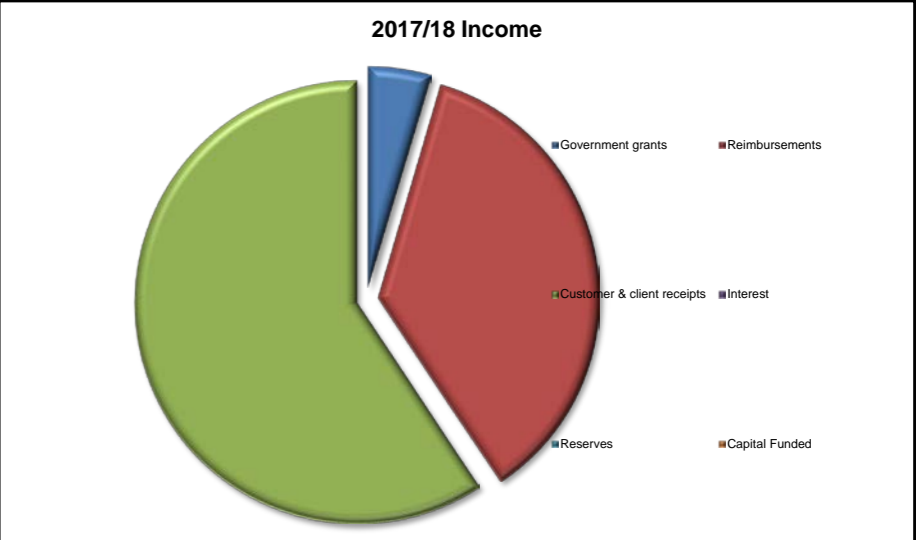
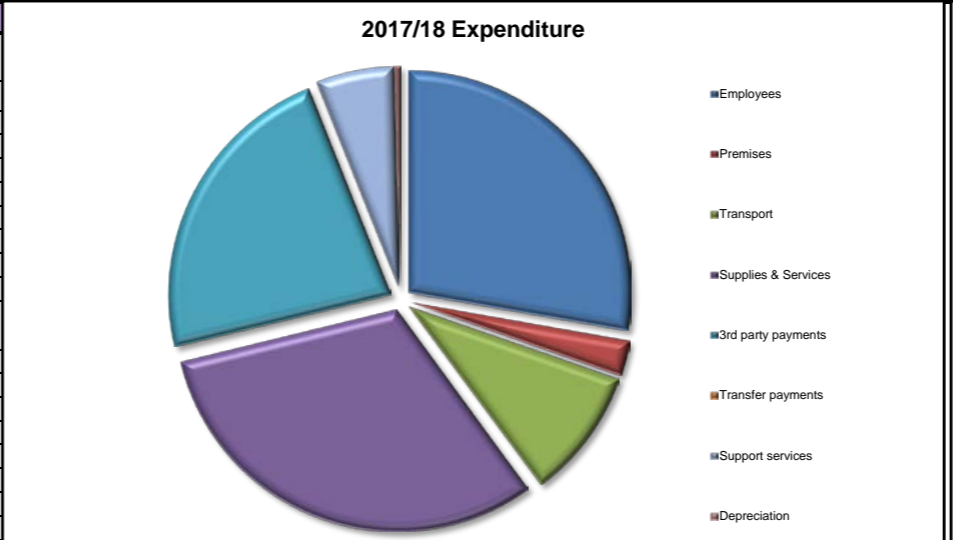
(Review of CSF staffing structure beneath management level: £201,000 to be split across CSC/YI and Educaiton).
(Review of CSF management staffing structure: £150,000 to be split across CSC/YI and Educaiton).
(Reduced cost/offer through the national centralised adoption initiative: £75,000).

2020/21

PROJECT DESCRIPTION		MAJOR PROJECT BENEFITS			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	MOSAIC (CYPWB & TOM) Phase 1 and 2.	Improved efficiency (savings)			3	3	9
Start date	2013-14	Project Details:	Cross-cutting project to provide system for both CSF & C&H including financial aspects; the new system has full casework management capability to deal with statutory requirements including C&F Act in relation to CYP with SEND, management information & reporting for both case management and inspection purposes. Implementation phase will include extensive work to improve associated processes. Also interim project is delivering improvements re data quality & reporting in CF. Involves parts of Education Division dealing with casework. System also used by R&I & ART within CSP .						
End date	2016-19								
Project 2		Project Title:	Regionalisation of Adoption	Improved effectiveness			3	2	6
Start date	2016-17	Project Details:	Reginalisation of Adoption. The government requires Local Authorities will establish regional arrangements for some elements of adoption services. Merton is part of the developing Pan London Approach approved by Cabinet (Sept 2016).						
End date	2018-19								
Project 3		Project Title:	Continuous Improvement and Inspection Readiness	Improved effectiveness			4	3	12
Start date	2013-14	Project Details:	To improve data quality, case records & management, filing & retention, & reporting to provide improved and easily accessible information for inspection purposes. To continually improve the day to day management across our services, delivery of improvement plans and embedding our revised QA framework. Continue to utilise all data sources to inform best practice sources include; JTAI's, YJ, EY's, SEND, QA framework and our SIF.						
End date	2017-18								
Project 4		Project Title:	Youth Justice	Improved efficiency (savings)			3	2	6
Start date	2014-15	Project Details:	Responding to Charlie Taylor review and potential reconfiguring of Youth Justice. Development of policy framework in response to regulation and likely funding changes.						
Project 5		Project Title:	Well Being Model - CSC & CYPWB/TOM	Improved effectiveness			4	3	12
Start date	2013-14	Project Details:	A review of the well being model is underway, engagement with partners and a task and finish group is established, the review will include; looking at structures in CSC, our Early Help model and points of access. we will deliver the CSC and EH Tom programme through a range of projects and programmes including: recruitment and retention strategy; restructuring of central teams; Flexible working ; Care proceedings as outlined in the relevant TOM; rationalising access points; raising thresholds; increased targeting and practice.						
End date	2019-20								
Project 6		Project Title:	Workforce development	Improved staff skills and development			4	3	12
Start date	2015-16	Project Details:	We will continue to work towards our ambition to be London's Best Council, as part of this aspiration all our managers are engaged in a differentiated leadership programme. Strong focus remains on our recruitment and retention strategy and to support this we have developed a 'Practice Model' which is now established. We have continued the development and delivery of Signs of Safety/Signs of Well Being and this is being rolled out across the department. We are supporting/complimenting this this with a programme to deliver both Systemic Practice and Motivational Interviewing across the department. We have a clear time line for this programme with appropriate milestones to ensure we have a strong, highly skilled workforce. Our workforce strategy alongside our overarching practice model has been developed to support our transformation plan.						
End date	2019-20								

Education	Planning Assumptions							Methodologies			
Cllr Katy Neep: Cabinet Member for Children's Services	Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Methodologies			
Cllr Caroline Cooper-Marbiah: Cabinet Member for Education	Forecast increase in population 0-4				780			Children and Young People's Plan			
Enter a brief description of your main activities and objectives below	Forecast increase in population 5-19				2400			Children and Young People's Plan			
Merton School Improvement (MSI) will improve outcomes for all pupils in Merton Schools by:	Raise in Participation age 16-18							Children and Young People's Plan			
· monitoring, analysing & evaluating pupil & school performance	Forecast increase in Children & Y/P with EHCP				200-400			Special Educational Needs and Disabilities Strategy			
· developing skills in planning, teaching, assessment, leadership & management	Increased demand for primary school (total across all schools)	1fte						School Expansion Strategy			
· working with schools to reduce inequality & improve achievement for vulnerable groups	Increased demand for secondary school (total across all schools)		1-3fte	4-6 fte (cumulative)	10-14 fte (cumulative)			School Expansion Strategy			
strengthening partnership working and school to school support	Increased demand for special school places (total across all schools)				100 more SEN places by 18-19			School Expansion Strategy			
Special Education Needs & Disabilities Integrated Service (SENDIS) will improve outcomes for CYP with SEND by:	Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21				
· building early help capacity in schools & settings, families & the community	Performance indicator	Performance Targets (T) & Provisional Performance Targets (P)					Reporting cycle	Indicator type	Main impact if indicator not met		
· focus on safeguarding, early intervention & prevention as well as direct support for families		2015/16(T)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)				
· implementing the requirements of the Children and Families Act ensuring that families are central and receive a joined up service	Merton pupil average Attainment 8 score	51	52	52	52			High	Annual	Outcome	Reputational risk
Specialist placement provision for pupils with SEN.	% outcome of Ofsted school inspections good or outstanding	86	89	91	92			High	Monthly	Outcome	Inspection outcomes
Early Years Services will improve outcomes for all children aged 0-5 by:	% Level 4 and above in reading, writing and maths		53	53	53			High	Annual	Outcome	Reputational risk
· managing the childcare market to ensure the supply of good quality funded early education provision for children aged 2, 3 and 4 in accordance with statutory duties	% secondary school attendance	94.0	95.1	95.2	95.3			High	Annual	Outcome	Increased costs
· delivering Children's Centre services through a locality model with a focus on early help & targeted services for vulnerable families	% primary school attendance	95	96.1	96.1	96.2			High	Annual	Outcome	Breach statutory duty
· using the CASA to inform robust planning and case work for identified families	% of new EHCP requests completed within 20 weeks	55	55	55	55			High	Quarterly	Outcome	Safeguarding issues
· working with the early years sector to improve quality, reduce inequality and improve outcomes for vulnerable children and their families	% Good or Outstanding children's centres per Ofsted	100	100	100	100			High	Quarterly	Outcome	Inspection outcomes
· Developing the work force to deliver holistically to vulnerable families and young children	% reception year surplus places	5	5.5	6	8			Low	Annual	Business critical	Parental choice
introducing a more robust performance management framework	%secondary school Yr7 surplus places Inc.Academies	5	5	5	5			Low	Annual	Business critical	Parental choice
Youth Inclusion will improve outcomes for Young People by:	% major capital projects green/amber to time	90	90	90	90			High	Quarterly	Business critical	Increased costs
· providing universal & targeted in house & commissioned services for YP & schools	% spend on approved capital programme	80	80	80	80			High	Annual	Business critical	Increased costs
· providing support to prevent bullying, substance misuse & teenage pregnancy, to improve attendance & to encourage emotional & social development											
· developing alternative education offerings to enable YP to stay in education, training & employment											
· leading on the council's partnership with the police & CAMHS for education											
· improving attendance and reduce PA in Merton schools											
My Futures Service											
School Org											
Pupil place planning, & schools admissions											

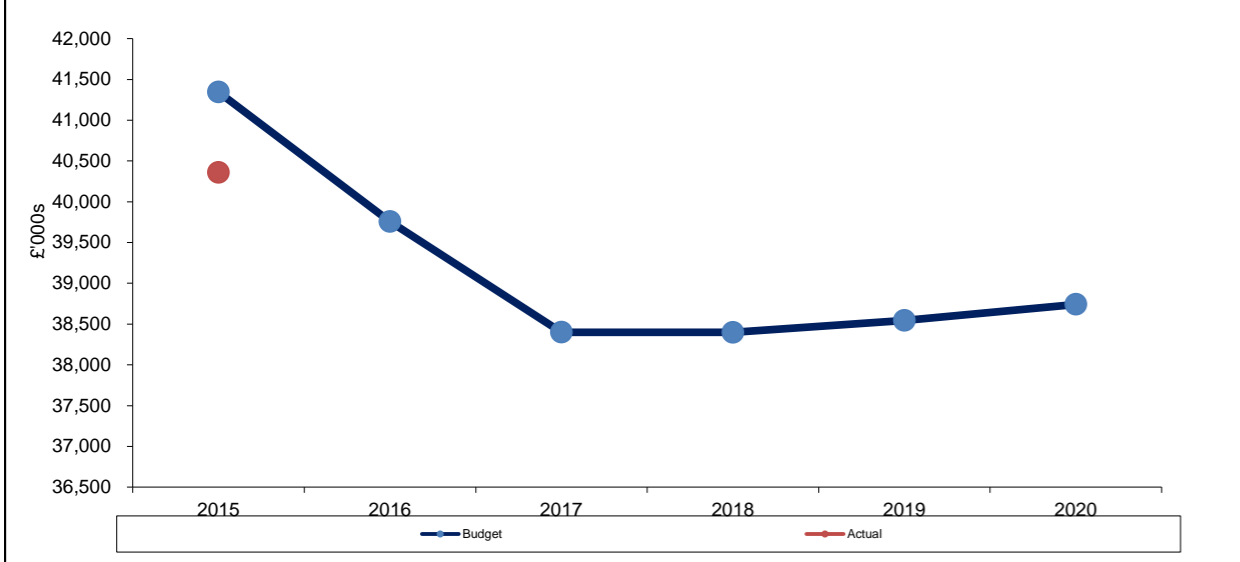
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	47,569	47,004	44,977	43,465	43,613	43,760	43,958
Employees	12,473	12,023	12,465	12,060	12,141	12,197	12,303
Premises	1,436	1,281	1,450	1,125	1,127	1,130	1,133
Transport	4,144	4,415	4,132	4,165	4,225	4,285	4,345
Supplies & Services	16,731	16,257	14,402	13,604	13,618	13,632	13,646
3rd party payments	9,926	9,924	9,835	9,876	9,865	9,879	9,893
Transfer payments	19	34	19	19	20	20	20
Support services	2,664	2,895	2,498	2,450	2,450	2,450	2,450
Depreciation	175	175	176	167	167	167	167
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Income	6,224	6,644	5,220	5,065	5,215	5,215	5,215
Government grants	365	221	150	232	232	232	232
Reimbursements	2,343	2,741	2,397	1,827	1,827	1,827	1,827
Customer & client receipts	3,516	3,682	2,673	3,007	3,157	3,157	3,157
Interest							
Reserves							
Capital Funded							
Council Funded Net Budget	41,345	40,359	39,758	38,400	38,397	38,545	38,743



Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Primary Expansion		10,548	3,859	0	0	0	0
Secondary Expansion		183	8,428	10,845	4,401	4,681	0
Devolved Formula Capital		362	368	0	0	0	0
Schools Capital Maintenance		723	986	670	650	650	650
SEN Expansion		2,244	507	4,436	3,850	0	0
Other		288	129	104	0	105	0
	0	14,348	14,276	16,055	8,901	5,436	650

2017/18

Substantial reduction in EY budgets whilst retaining existing Children's Centres targeted work in areas of higher deprivation: £546,000
 Reduced service offer from school improvement: £75,000
 Increased income from schools/ reduced LA service offer: £200,000
 Property and contracts: £65,000
 (Deletion of 1AD, 1 HOS and half and admin post £224,000) split across CSC/YI and Education).



2018/19

Increased income from schools/ reduced LA service offer: £200,000
 Commissioning rationalisation: £60,000
 (Review of CSF staffing structure beneath management level £189,00) split across CSC/YI and Education).
 Data review & centralisation £40,000) split across CSC/YI and Education).

2019/20

(Review of CSF staffing structure beneath management level £200,000 (split across CSC/YI and Education).

2020/21

Education

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Improving pupil outcomes at KS2 & KS4 (Edn TOM) & School Improvement through partnership (Edn TOM) Rigorous support and challenge for schools in RI or vulnerable to RI including maintenance of Securing Good Schools Programme. Training and briefings on Ofsted, assessment, curriculum and improving teaching. New outstanding teacher courses for primary and secondary teachers. Ongoing support for the development of the Merton Education Partnership and brokerage of school to school support through Merton Leaders of Education, primary expert teachers and liaison with Teaching Schools. Partnership with schools on redefining LA functions as part of Education TOM.	Improved effectiveness			2	3	6
Start date	2013-14	Project Details:							
End date	2018-19								
Project 2		Project Title:	Transforming Early Years (EY's TOM) Securing supply of good quality sufficient number of funded education places for 2, 3 and 4 year olds.; On-going development of the Locality Model to reorganise Children's Centre provision to maximise outcomes within available funding. Service realignment and standardisation across back office functions. Develop further alternative / shared / mixed use for the centres to include an accommodation review and ICT infrastructure review. To increase income and develop a charging framework across the service, includes customer contact and self serve options for fee paying customers.	Improved efficiency (savings)			3	2	6
Start date	2013-14	Project Details:							
End date	2019-20								
Project 3		Project Title:	Implementation of requirements of Children & Families Act (Edn TOM & CYPWB) & Education TOM/CYPWB Model & Personal Budgets (Education TOM/C+F Act) Implementation of legislative requirements including assessment framework, Ed, Health & Care Plan, development of the local offer, preparation for adulthood pathways, secure web portal, personal budgets for those families that want them. Related to SCIS Programme. Addressing new statutory duty for age 19-25. Develop plan and manage process within available funding streams. Develop and deliver the Education TOM & CYPWB Model across CSF Services, Including implementation of MOSAIC phases 1 & 2. Progress further rollout of Personal Budgets for families of children subject to education, health and care plans (ex SEN Statements). Work with SENDIS service to maintain focus of encouraging Personal Budgets for SEN travel assistance and support implementation of next phase of PBs for Short Breaks services.	Improved customer experience			4	3	12
Start date	2013-14	Project Details:							
End date	2019-20								
Project 4		Project Title:	Development of Adolescent offer including My Futures (NEET's) & linked provision Development of Melbury College and commissioning of AltEd provision. Including addressing new statutory duty for age 19-25. Develop plan and manage process within available funding streams.	Improved customer experience			3	2	6
Start date	2013-14	Project Details:							
End date	2017-18								
Project 5		Project Title:	Youth transformation phases 3 & 4 (Edn TOM) Implementation of new funding models for Phipps Bridge & Pollards Hill.	Improved efficiency (savings)			4	3	12
Start date	2013-14	Project Details:							
End date	2017-18								
Project 6		Project Title:	Implementation of Secondary & Special School (SEN) Places Strategy (Education TOM) Continue liaison with Education Funding Agency and Harris Federation to deliver a new secondary (Free) school in the Wimbledon area. Implement expansion of 2/3 secondary schools in east of the borough to achieve overall additional places needed. Undertake statutory processes and procure/plan/deliver construction contracts. Develop overall strategy for provision of sufficient and suitable SEN places in Merton; undertake capital bidding and procure/plan/deliver construction contracts.	Infrastructure renewal			4	2	8
Start date	2015-16	Project Details:							
End date	2018-2019								

Community & Housing

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk			
					Likelihood	Impact	Score	
Project 1		Project Title:	ASC re-structure / service redesign (2016/17 - CH04,CH20,CH21,CH22,CH23,CH58,CH59&CH64 2017/18 - CH37 & 2018/19 - CH20&CH54)			Improved efficiency (savings)		
Start date	01/04/2016	Project Details:	The proposed structural changes will support the focus on the customer, the customer journey and the customer experience. It will also complement the Merton Agile approach for social care. The approach represents a change from current service delivery models and structures, requiring a move from defined job roles to skills based flexible working, with wider and deeper partnership working with other parts of the Council, the Voluntary sector and the Private Sector.			2	3	6
End date	01/06/2016							
Project 2		Project Title:	Grant Funded Prevention Programme (2016/17 - CH05 & 2017/18 - CH53)			Improved effectiveness		
Start date	01/06/2015	Project Details:	Older people supported to live behind their own front doors for as long as possible, in a way that is inclusive, personalized, inter generational as far as possible locality based, and enables them to make whatever contribution they can.			1	2	2
End date	2017-18							
Project 3		Project Title:	Reablement (CH02)			Improved effectiveness		
Start date	2015-16	Project Details:	Review of the new Reablement Service to optimise its cost effectiveness.			4	2	8
End date	2017-18							
Project 4		Project Title:	Equipment and Adaptations			Improved customer experience		
Start date	2015-16	Project Details:	Review of equipment and adaptation pathways to promote/maximise independence within available resources.			3	2	6
End date	2017-18							
Project 5		Project Title:	Transition			Improved customer experience		
Start date	2015-16	Project Details:	Review, redesign and deliver improved processes and approaches for supporting people in transition from childhood to adulthood			3	2	6
End date	2017-18							
Project 6		Project Title:	Challenging Behaviour Offer			Improved customer experience		
Start date	01/11/2015	Project Details:	Review, redesign and deliver an improved local offer to meet the needs of adults with behaviour that challenges services.			3	3	9
End date	2016-17							
Project 7		Project Title:	LD Day Activities			Improved effectiveness		
Start date	01/06/2015	Project Details:	Review and continuous improvement of LD day/evening activities and associated transport			4	2	8
End date	2016-17							
Project 8		Project Title:	MH Accommodation and Support (CH62)			Improved efficiency (savings)		
Start date	2015-16	Project Details:	Option appraisals of the possible accommodation and support offer identified in review of MH Accommodation and Support by Alder.			4	2	8
End date	2016-17							
Project 9		Project Title:	Social capital / Access to Universal Services			Improved effectiveness		
Start date	2016-17	Project Details:	Increased use of social capital to meet eligible needs as opposed to funded specialist support services			4	3	12
End date	2016-17							
Project 10		Project Title:	Good Neighbours/Volunteers Review (CH61)			Improved effectiveness		
Start date	2016-17	Project Details:	Redesign and deliver a plan to promote "good neighbours" whereby neighbours/ volunteer's increasingly help to support each other rather than being dependent on formal support services.			2	3	6
End date	2017-18							

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk				
					Likelihood	Impact	Score		
Project 11		Project Title:	Dementia Friendly Community	Improved customer experience					
Start date	01/08/2015	Project Details:	Make Merton a more "Dementia Friendly" place for adults and older people who live with dementia.			4	2	8	
End date	2018-19								
Project 12		Project Title:	Information Portal	Improved customer experience					
Start date	2015-16	Project Details:	Evaluate the options available to provide a comprehensive information portal accessible all who live in Merton.			3	3	9	
End date	2016-17								
Project 13		Project Title:	Face to Face/Telephone Contact	Improved customer experience					
Start date	2015-16	Project Details:	Review, redesign and deliver a plan to ensure people seeking 1 to 1 advice are consistently provided with relevant, accurate and up to date information.			3	3	9	
End date	2016-17								
Project 14		Project Title:	Developing a workforce fit for the future	Improved effectiveness					
Start date	2015-16	Project Details:	Identify skills and other capacity gaps in the care and support workforce in Merton and plan how to close each gap identified.			4	3	12	
End date	2016-17								
Project 15		Project Title:	Income Generation (CH51)	Economic outcomes					
Start date	30/11/2015	Project Details:	Identify current and potential new income sources and maximise income levels. Productivity and Efficiency			4	3	12	
End date	2016-17								
Project 16		Project Title:	Assessment & Care Management Processes	Improved effectiveness					
Start date	01/07/2015	Project Details:	Review, redesign and deliver a plan to ensure that all assessment and care management processes including those related to safeguarding, the Mental Capacity Act and DOLS are efficient, effective, consistently promote independence and adequately resourced.			2	3	6	
End date	2016-17								
Project 17		Project Title:	Financial Assessment and Debt Minimisation	Improved effectiveness					
Start date	30/06/2015	Project Details:	Review, redesign and deliver a plan to ensure that processes for financial assessment, invoicing services users and debt collection are efficient, effective and contribute to maximising income levels.			4	3	12	
End date	2016-17								
Project 18		Project Title:	Shared Services	Improved efficiency (savings)					
Start date	2016-17	Project Details:	Generate and evaluate options for a shared service with a neighbouring local authority or NHS organisation			4	3	12	
End date	2017-18								
Project 19		Project Title:	In-House Organisational Structures	Improved efficiency (savings)					
Start date	2016-17	Project Details:	Generate/evaluate options to outsource in-house services into a non-profit making organisational form such as a community trust, LA trading company etc.			5	2	10	
End date	2017-18								
Project 20		Project Title:	SCIS	Improved effectiveness					
Start date	2014-15	Project Details:	Ensure that the new Core Logic Mosaic social care information system (SCIS) is fit for purpose for the foreseeable future. Achieve this by ensuring that the needs of adult social care are fully in scope when decisions are made and by having oversight of its implementation for adult social care.			3	4	12	
End date	2016-17								

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

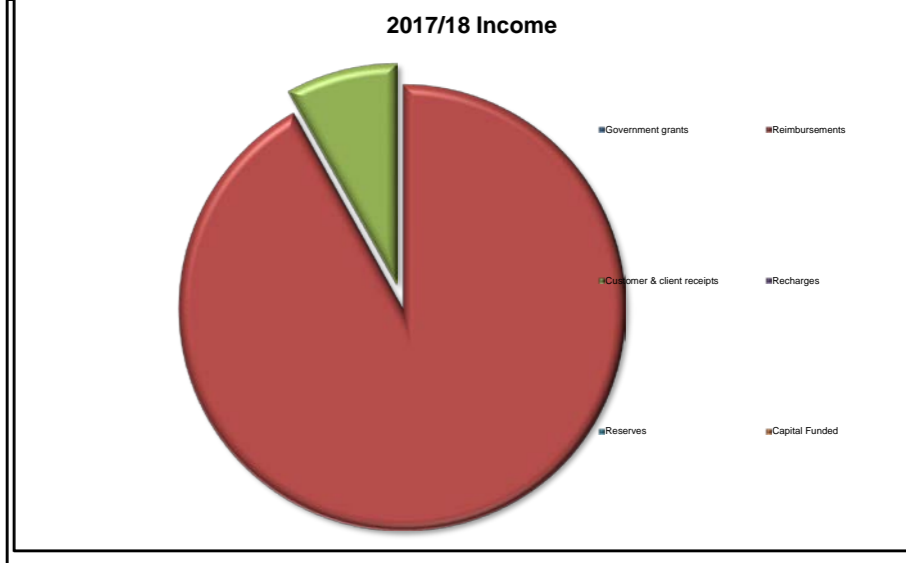
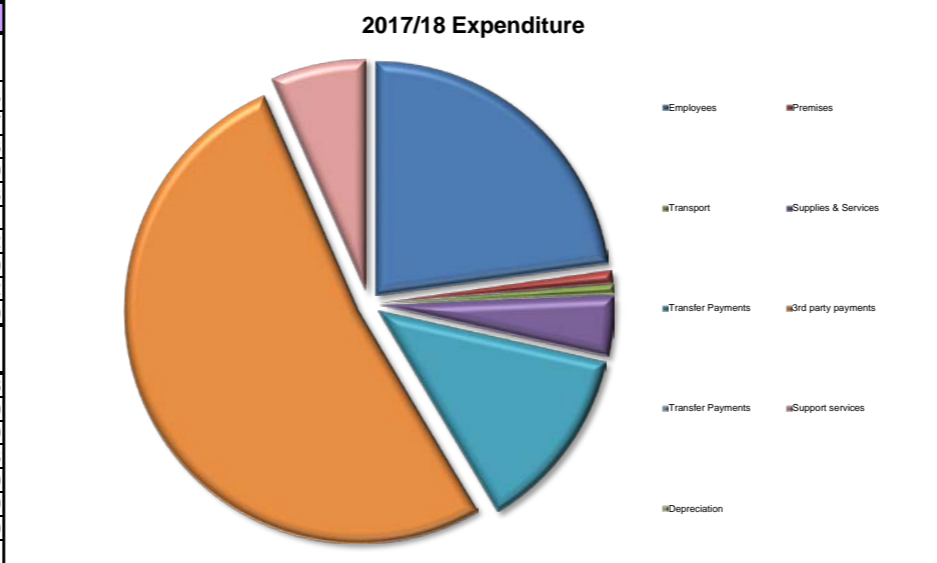
Adult Social Care

APPENDIX 6

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk				
					Likelihood	Impact	Score		
Project 21		Project Title:	Customer Profiling	Improved effectiveness					
Start date	2015-16	Project Details:	Use data about the population in Merton and about service users and carers to ensure the right resources are in the right place at the right time and that customers can more easily be matched (or match themselves) to services or service providers in an open/transparent market.		4	3	12		
End date	2017-18								
Project 22		Project Title:	Carers Support (CH60)	Improved customer experience					
Start date	2015-16	Project Details:	Review, redesign and deliver an improved local offer to meet the needs of carers in Merton.		3	4	12		
End date	2016-17								
Project 23		Project Title:	Rebalanced Homecare Services Portfolio	Improved efficiency (savings)					
Start date	2015-16	Project Details:	Shift of emphasis to outcomes based services, Pay-for-Results, and Restorative Care for agency delivered services. More shared data & systems to enable an optimised Agile Social Care System. More coordinated and integrated end-to-end hospital to home system with predictive analytics.		3	3	9		
End date	2017-18								
Project 24		Project Title:	Micro-Direct Commissioning System	Improved efficiency (savings)					
Start date	2016-17	Project Details:	Micro-direct commissioning allows service users to commission their own services. It is a cashless system connecting people needing care with people who can provide it. Providers may be individuals, working full or part time, agencies, voluntary and other orgs. The system electronically matches users and providers.		3	4	12		
End date	2017-18								
Project 25		Project Title:	Bed based care	Improved efficiency (savings)					
Start date	2016-17	Project Details:	Fully evaluate the case for developing 2 x 80 bed careunits for older people outside the borough. Look at potential for hybrid capitalisation, 3rd party management /operator business model.		3	4	12		
End date	2017-18								
Project 26		Project Title:	Senior 'AIR BNB' System	Improved efficiency (savings)					
Start date	2016-17	Project Details:	For matching homeowners needing care and individuals who can provide it in exchange for accommodation.		3	4	12		
End date	2017-18								
Project 27		Project Title:	Shared data/systems/metrics	Improved effectiveness					
Start date	2015-16	Project Details:	With market providers for quality, value and performance. Quality as an integral part of the value equation together with customer feedback.		3	4	12		
End date	2016-17								
Project 28		Project Title:	Procurement Efficiencies & Savings (2016/17 - CH63 2017/18 CH2,CH35,CH36&CH52 2018/19 - CH36&CH39)	Improved efficiency (savings)					
Start date	2015-16	Project Details:	More contracts focused on 'pay for results' and 'outcome'. Contractual obligations to share a wider range of data for performance, value and quality.		3	4	12		
End date	2017-18								
Project 29		Project Title:	Integration	Improved effectiveness					
Start date	2015-16	Project Details:	Merton Integration Board (BCF Project) has the following key interfaces with ASC Redesign: - Improving reactive provider response services incl. the reablement restructure - Establishing 7 day working and proactive case management e.g. by locality teams including Home from Hospital - Increasing the use of Telecare and Telehealth		3	4	12		
End date	2016-17								
Project 30		Project Title:	Control 3rd Party Spend (2016/17 - CH24,CH25,CH26,CH27,CH28,CH29,CH30,CH31,CH32,CH33,CH34, CH38 & 2017/18 - CH1,CH3 & 2018/19 - CH55)	Improved efficiency (savings)					
Start date	2015-16	Project Details:	Control authorisation of new packages of support and implement review processes for existing cases cases to improve service user outcomes and deliver savings in line with MTFS and ensure on-going support promotes independence.		3	4	12		
End date	2018-19								

Housing Needs and Enabling Services		Planning Assumptions						The Corporate strategies your service contributes to			
Cllr Martin Whelton: Cabinet Member for Regeneration, Environment & Housing		Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21			
Enter a brief description of your main activities and objectives below		Housing advice, options, private tenants & landlords advice	11000	11000	11000	11000	11000	11000	Homeless Placements Policy (Interim)		
To fulfil statutory housing functions to prevent homelessness and avoid the use of temporary accommodation.		Housing register applicants	8150	8100	9600	10250	10900	11550	Homelessness Strategy		
		Housing options casework	1000	1000	1000	1000	1000	1000	Housing Strategy		
		Demand for temporary accommodation	380	420	420	435	455	470			
To plan services in response to changes in national policies and in the housing market, and to develop innovative projects or models of delivery that maximise the use of resources and deliver services that minimise costs to the council.		Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21			
		Housing Needs Staff (FTE)	24.5	21.50	18.5	17.5	17.5	17.5			
		Environmental Health (Housing)	6.03	5.03	5.03	4.03	4.03	4.03			
		TOTALS	30.53	26.82	22.82	19.82	22.03	4.03			
Performance indicator		Performance Targets (T) & Provisional Performance Targets (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
		2015/16(T)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)				
No. of homelessness preventions		550	450	450	450	450	450	High	Monthly	Business critical	Increased costs
No. of households in temporary accommodation		130	225	225	235	250	250	Low	Monthly	Business critical	Increased costs
Highest no. of families in B&B		10	10	10	10	10	10	Low	Monthly	Business critical	Increased costs
Highest no. of adults in B&B		10	10	10	10	10	10	Low	Monthly	Business critical	Increased costs
Affordable homes delivered		35	30	70	60	40	50	High	Annual	Outcome	Reputational risk
Social housing lets		415	375	360	350	340	345	High	Quarterly	Outcome	Increased waiting times
Rent deposit - new tenancies		90	50	40	40	40	40	High	Annual	Outcome	Increased waiting times
No. of enforcement/improvement notices		55	55	70	70	60	60	High	Quarterly	Outcome	Reduced enforcement
Number of Disabled Facilities Grants approved		75	60	60	60	60	60	High	Quarterly	Outcome	Customer hardship

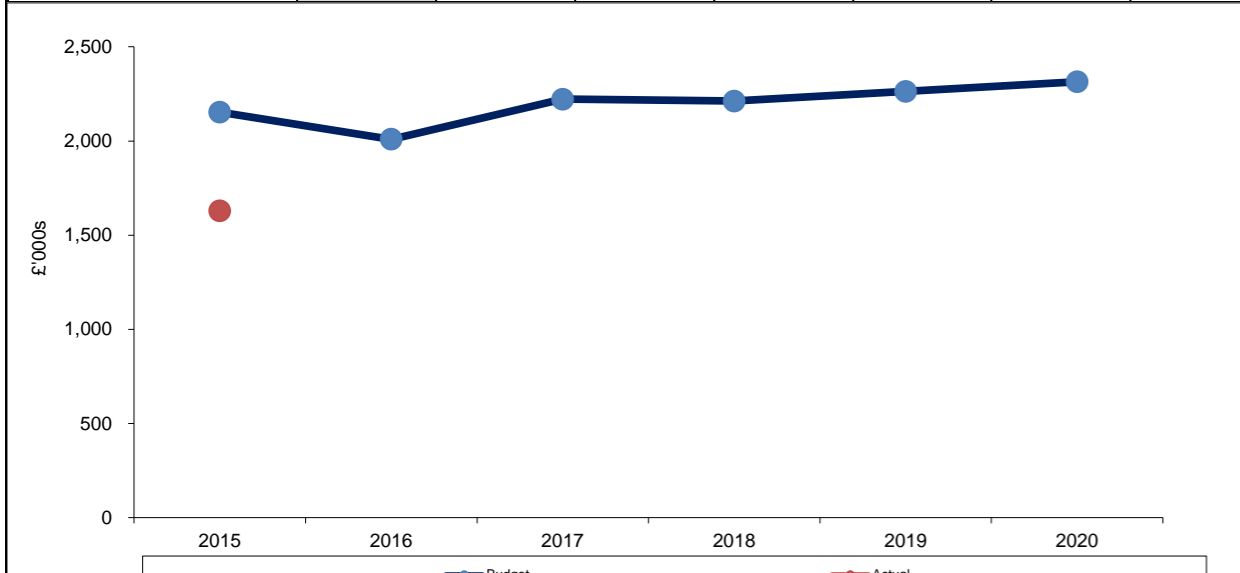
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	3,490	4,658	4,207	4,420	4,410	4,462	4,513
Employees	1,226	1,156	1,119	1,007	970	993	1,017
Premises	43	42	39	40	41	42	43
Transport	28	26	28	28	29	30	30
Supplies & Services	242	604	219	186	190	194	198
Transfer Payments	1,396	2,278	2,262	571	571	571	571
3rd party payments	304	288	249	2,296	2,318	2,340	2,362
Transfer Payments	0	0	0	0	0	0	0
Support services	251	265	292	292	292	292	292
Depreciation	0	0	0	0	0	0	0
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Income	1,337	3,028	2,198	2,198	2,198	2,198	2,198
Government grants	1,185	2,543	2,000	0	0	0	0
Reimbursements	5	191	20	2,020	2,020	2,020	2,020
Customer & client receipts	147	294	178	178	178	178	178
Recharges	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0
Council Funded Net Budget	2,154	1,630	2,009	2,222	2,212	2,264	2,315



Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Disabled Facilities Grant		447	1,043	755	629	280	280
8 Wilton Road		60					
Western Road		0	760				
Total	0	507	1,803	755	629	280	280

Summary of major budget etc. changes 2017/18

Savings £30k Rationalisation of admin budget (CH9)
 Savings -£36k - Deletion of one staffing post ((CH10)
 Savings -£100k Further Staff reductions (Any areas of HNES & EHH) (CH43)
 Savings £50k - Staff reduction in Housing Services (CH57) - CH57 is a repeat of CH43 and the saving has been double counted. (refer to conversations with Finance and text at back of TOM) This savings will be transferred to Adult Social Care.



2018/19

Savings -£62k Further Staff reductions (Any areas of HNES & EHH) (CH43)
 Savings £118k - Staff reduction in Housing Services (CH57) - CH57 is a repeat of CH43 and the saving has been double counted. (refer to conversations with Finance and text at back of TOM) This savings will be transferred to Adult Social Care.

2019/20

2020/21

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

Housing Needs and Enabling Services

APPENDIX 6

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk		
					Likelihood	Impact	Score
Project 1		Project Title:	Deliver on-line self-assessment tools		Improved effectiveness		
Start date	2016-17	Project Details:	Implement on-line Housing Register pre-application assessment tool.		3	1	3
End date	2017-18						
Project 2		Project Title:	Homeless Placement Policy		Risk reduction and compliance		
Start date	2016-17	Project Details:	Implement and monitor the Homeless Placement policy		2	2	4
End date	2017-18						
Project 3		Project Title:	CHMP Regeneration		Improved reputation		
Start date	2014-15	Project Details:	Input to CHMP regeneration with Future Merton.		1	2	2
End date	2018-19						
Project 4		Project Title:	Service re-structure		Improved efficiency (savings)		
Start date	2016-17	Project Details:	Develop plans in 2016/17 to re-structure the service in 2017/18 and 2018/19 in light of the need to continue to provide a service with a reduced workforce.		2	3	6
End date	2018-19						
Project 5		Project Title:	Shared Lives Development		Improved effectiveness		
Start date	2015-16	Project Details:	Explore ways to potentially develop the Shared Lives range of services, considering the business case for any service developments and liaise with the appropriate referring agencies to provide any additional funding where necessary		3	1	3
End date	2017-18						
Project 6		Project Title:	Technology Review		Improved effectiveness		
Start date	2016-17	Project Details:	Work with IT / E&R on re-procurement / replacement of M3PP.		2	1	2
End date	2017-18						
Project 7		Project Title:	Selective Licencing		Improved effectiveness		
Start date	2016-17	Project Details:	Produce a business case to consider selective licencing and/or additional licencing in parts of the borough and progress any actions arising where necessary.(Government is currently consulting on whether or not mandatory licencing of HMOs should be extended to 2 story dwellings. Accordingly it is sensible to await the outcome of governments consultation before emarking upon this project.)		2	1	2
End date	2017-18						
Project 8		Project Title:	EDRMS Workflow		Improved effectiveness		
Start date	2015-16	Project Details:	Work with Corporate to implement EDRMS in Housing and then update workflow processes accordingly		2	2	4
End date	2016-17						
Project 9		Project Title:			Improved efficiency (savings)		
Start date		Project Details:					0
End date							
Project 10		Project Title:			Select one major benefit		
Start date		Project Details:					0
End date							

Libraries

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk		
					Likelihood	Impact	Score
Project 1		Project Title:	Partnership development		Improved customer experience		
Start date	2015-16	Project Details	Continue to develop partnership approach to delivering services in libraries. Increase health partnerships along with developing projects such as Merton Arts Space and the integration of adult education services.		2	1	2
End date	2017-18						
Project 2		Project Title:	Heritage Strategy		Improved effectiveness		
Start date	2015-16	Project Details	Promote the Heritage Strategy and increase community participation in heritage activities. Continue to draw in external funding and improve income streams.		3	1	3
End date	2019-20						
Project 3		Project Title:	Stock efficiency program		Improved efficiency (savings)		
Start date	2015-16	Project Details	Continue to deliver efficiencies in the way that stock is managed. Deliver media fund savings and consolidate team structure. Maximise usage of e-resources.		3	1	3
End date	2017-18						
Project 4		Project Title:	Children & Young People's projects		Improved customer experience		
Start date	2013-14	Project Details	Continue to deliver the Schools and Libraries Membership scheme for primary school children and promote reading through a variety of projects. Rollout the Schools and Libraries Membership scheme to high schools.		3	1	3
End date	2017-18						
Project 5		Project Title:	Customer consultation, marketing and promotion		Improved customer experience		
Start date	2016-17	Project Details	Undertake a new customer survey to gain user views and consult on any significant changes to service delivery. Continue to develop e-marketing services and undertake promotional activities such as Library Connect.		2	1	2
End date	2020-21						
Project 6		Project Title:	Frontline Transformation		Improved efficiency (savings)		
Start date	2016-17	Project Details	Implement agreed savings through the consolidation of staffing and the implementation of self-service libraries at off peak times in branch libraries.		3	2	6
End date	2017-18						
Project 7		Project Title:	Assisted digital support		Improved customer experience		
Start date	2013-14	Project Details	Increase volunteer numbers and skills in supporting customers with more complex IT needs. Support national initiatives to improve literacy and support the Customer Contact project.		2	1	2
End date	2016-17						
Project 8		Project Title:	Security services contract		Improved efficiency (savings)		
Start date	2015-16	Project Details	On-going monitoring of performance. Develop security guard services to play a more active role in service transformation and to support with new lone working arrangements.		3	2	6
End date	2018-19						
Project 9		Project Title:	Library redevelopments		Improved customer experience		
Start date	2015-16	Project Details	Open the new Colliers Wood Library and maximise the use of space in existing libraries.		3	2	6
End date	2018-19						
Project 10		Project Title:	London Libraries Consortium		Improved efficiency (savings)		
Start date	2015-16	Project Details	Implement actions in the LLC Strategy and procure a new library management system.		3	2	6
Projects	2018-19						

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Commissioned Service
Mertton Adult Education
Cllr Caroline Cooper-Marbiah Cabinet Member for Education
Service Providers:
South Thames College
Groundwork London

Description of main activities and objectives

The London Borough of Merton is committed to providing high quality and sustainable adult learning in order to improve the social, economic, health and wellbeing of our residents. The service is delivered through a commissioning model, contracting services to the best providers in the field and by developing sophisticated evidence based approaches to what we deliver.

The service will continue to provide popular courses whilst expanding provision for families and enhancing our range of maths, English and employability courses.

Planning Assumptions							The Corporate strategies the service contributes to
Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
Total number of learners	3129	3285	3285	3285	3285	3285	Culture and Sport Framework
Number of accredited learners	1397	1467	1467	1467	1467	1467	Employment and Skills Action Plan
Total number of enrolments	4256	3964	3964	3964	3964	3964	Medium term Financial Strategy
							Special Educational Needs and Disabilities Strategy
Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
Staff (Commissioning Team)		4.57	3.57	3.57	3.57	3.57	
Staff (LDD Curriculum manager)			1				
South Thames College	Sufficient resources to provide service						
Groundwork London	Sufficient resources to provide service						

Performance indicator	Performance Targets (T) & Provisional Performance Targets (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2015/16(T)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)				
Number of enrolments per annum			3964	3964	3964	3964	High	Quarterly	Outcome	Reduced uptake of service
Number of new learners per annum (not registered as learners in previous year)			50%	45%	40%	40%	High	Quarterly	Outcome	Reduced uptake of service
Number of completers (% retention rate per annum)			93%	94%	95%	95%	High	Annual	Outcome	Reduced service delivery
% overall success rate of accredited courses per annum			85%	86%	88%	90%	High	Annual	Outcome	Reduced uptake of service
% of end of course evaluations where teaching and learning is rated as good or above			95%	95%	95%	95%	High	Annual	Perception	Reduced service delivery
% of enrolments from deprived wards			27%	30%	32%	35%	High	Quarterly	Quality	Reduced uptake of service
Average cost per learner			£247	£247	£247	£247	Low	Annual	Unit cost	Reduced uptake of service

Financial Information					Additional Expenditure Information				
Revenue	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21					
Expenditure	1,373	0	0	0					
Contractor's Fee	1,158								
Employees (Commissioning Team)	170								
Employees (LDD Curriculum Manager)	45								
Revenue	Budget 2017/18	Budget 2017/18	Budget 2017/18	Budget 2017/18					
Income	1,373	0	0	0					
Adult Education Block Grant	1,345								
Adult Apprenticeships Grant	28								
Capital Expenditure	Budget 2017/18	Budget 2017/18	Budget 2017/18	Budget 2017/18					

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**DETAILS OF MAJOR PROJECTS
Merton Adult Education**

APPENDIX 6

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Improve Ofsted status	Improved effectiveness					
Start date	2016/17	Project Details:	Implement agreed actions in Post Ofsted Improvement Action Plan (PIAP) ready for re-inspection with the view to achieving a 'Good' status			3	2	6	
End date	2018/19								
Project 2		Project Title:	Embed employability, maths and English strands in courses where applicable	Economic outcomes					
Start date	2016/17	Project Details:	Embed key threads around employability, maths and English into courses delivered by new providers.			2	1	2	
End date	2018/19								
Project 3		Project Title:	Launch new apprenticeship scheme	Economic outcomes					
Start date	2016/17	Project Details:	Procure an organisation to increase apprenticeship numbers in the borough.			2	1	2	
End date	2017/18								
Project 4		Project Title:	Expand provision in deprived areas of the borough and / or amongst deprived communities	Improved effectiveness					
Start date	2016/17	Project Details:	Deliver a range of community and family learning initiatives in the broough to increase take up and proactively market services to residents with the greatest needs.			3	1	3	
End date	2018/19								
Project 5		Project Title:	Embed new evidence base and overhaul course provision	Improved customer experience					
Start date	2017/18	Project Details:	Make more effective usage of learner and community data to inform the future commissioning of adult learning courses whilst retaining a healthy breadth of provision.			2	1	2	
End date	2018/19								
Project 6		Project Title:	Embed new commissioning arrangements across all services	Improved effectiveness					
Start date	2016/17	Project Details:	Undertake regular contract reviews and identify improvement plans to embed and improve the quality of the new adult learning services			3	2	6	
End date	2019/20								

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

Public Health

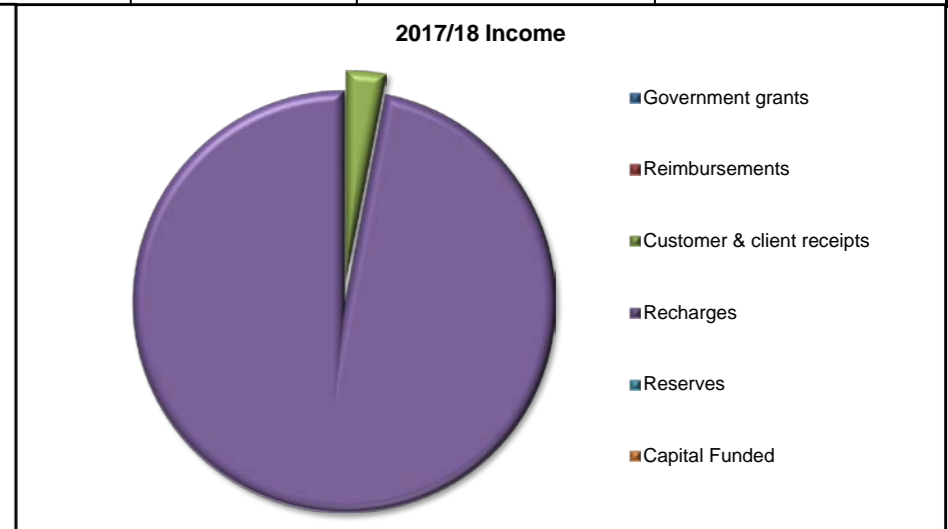
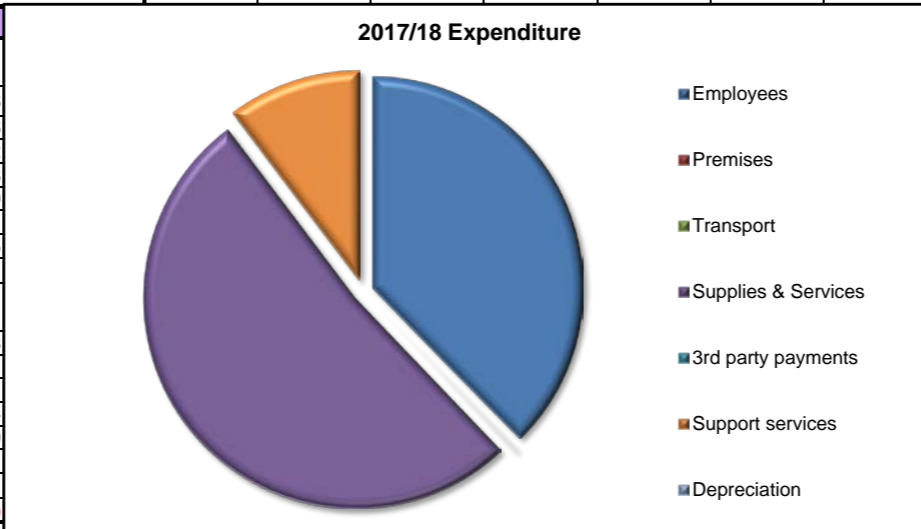
APPENDIX 6

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk			
					Likelihood	Impact	Score	
Project 1		Project Title:	East Merton Model of Health and Wellbeing			Improved effectiveness		
Start date	2016/17	Project Details:	Public Health, Merton CCG and the East Merton GP Locality are working in partnership to develop and deliver the East Merton Model of Health and Wellbeing and Wilson health and community campus as blueprint for borough-wide health and care transformation. This is a major programme aimed at co-creating a model for East Merton, incorporating design of health and community campus, community engagement, better use of wider public sector estates and development of social investment funding models. PH Lead: Anjan Ghosh	3	3	9		
End date	2020-21							
Project 2		Project Title:	Embed Health and Wellbeing in all policies programme			Improved effectiveness		
Start date	2016-17	Project Details:	Embed health and wellbeing in all policies programme as a relevant outcome across the whole council business (and partners) incl establish health as marker for good government and as investment rather than expenditure work in partnership with HR to deliver Healthy Workplace Programme; engage in growth and regeneration agenda, including optimising health improvement through the planning process. PH lead: Clarissa Larsen	2	2	4		
End date	2020-21							
Project 3		Project Title:	Integrated sexual health services			Improved effectiveness		
Start date	2016-17	Project Details:	Commission on a sub-regional level fully integrated sexual health services, joining up community pharmacy and GP practice level services with Level 2 CaSH services and Level 3 GUM services in a seamless provision. PH Lead: Anjan Ghosh	3	3	9		
End date	2018-19							
Project 4		Project Title:	Redesign of Adult substance misuse treatment services (drugs and alcohol)			Improved effectiveness		
Start date	2015-2016	Project Details:	Commission a redesigned adult substance misuse service based on a preventative and recovery orientated model, that is aligned with mental health services for Merton working in conjunction with CCG. Develop a comprehensive substance misuse prevention framework that encompasses community safety, licensing and regulation. PH Lead: Amanda Killoran	3	3	9		
End date	2017-18							
Project 5		Project Title:	Redesign of Prevention and Health improvement Services			Improved effectiveness		
Start date	2014-15	Project Details:	Commission a redesigned integrated lifestyle and NHS Health checks programme as part of taking forward the Merton Prevention Framework. The healthy lifestyle will comprise four related components: outreach and community resilience, a universal digital gateway and offer, stop smoking, and front line training. This is combined with a redesigned NHS Health Checks programme comprising primary and community based elements, underpinned by risk stratification. PH Lead: Amanda Killoran	2	2	4		
End date	2017-18							
Project 6		Project Title:	Development of integrated Children's Services			Improved effectiveness		
Start date	2016-17	Project Details:	Lead transformation of the Community health services towards a Healthy Child 0-19 years service, embedding health visiting and school nursing locality teams; develop a shared vision and development programme for closer integration Early Years services including 0-19 Healthy Child and Children's Centres, to provide seamless care pathways for children and young people. Develop a CYP joint commissioning function between PH, CSF and MCCG. PH Lead: Julia Groom	2	3	6		
End date	2018-19							
Project 7		Project Title:	Childhood Obesity Action Plan			Improved effectiveness		
Start date	2016-17	Project Details:	Deliver a whole systems childhood obesity action plan to reduce childhood obesity and health inequalities. This will address the wider social and environmental influences, and include leadership, the food environment, physical environment, early years and schools as well as community and staff engagement. PH Lead: Julia Groom	2	2	4		
End date	2018-19							
Project 8		Project Title:	Development of social prescribing			Improved effectiveness		
Start date	2016/17	Project Details:	Develop and evaluate a service model for social prescribing in Merton that improves health and wellbeing of patients through providing access to non-medical support that increase self help, self management and social engagement and healthy behaviours, and prevent ill health. Social prescribing is part of the EMMHWP and a major component in the CCG's Primary Care Strategy and the development of the model of multi-speciality community provider, strengthening relationships between primary care and the voluntary and community sector and services. PH Lead: Amanda Killoran	2	2	4		
End date	2020/21							
Project 9		Project Title:	Joint Strategic Needs Assessment Plus			Improved efficiency (savings)		
Start date	2016-17	Project Details:	Develop a programmatic approach to public health intelligence covering: the JSNA analysis and support to strategy and commissioning decisions through a range of accessible outputs /products; Performance measurement and monitoring in support of continuous improvement of strategies and services in achieving outcomes; and Information management including sharing /linkages of data across the council/CCG. PH Lead: Amanda Killoran	2	2	4		
End date	2020-21							
Project 10		Project Title:	Dementia Friendly Merton			Improved effectiveness		
Start date	2016-17	Project Details:	Relaunch the Dementia Action Alliance (DAA) in Merton, as the principal vehicle for the development of Dementia Friendly Merton. This partnership will have strategic steer from the Dementia Strategy Steering Group. Governance structures and terms of reference will be developed and formalised and an action plan will be developed to roll out the DAA and ensure the sustainability of the programme, exploring the feasibility of having a designated coordinator or an alternative mechanism. PH Lead: Anjan Ghosh	2	2	4		
End date	2020-21							

Corporate Services

Business Improvement		Planning Assumptions							The Corporate strategies your service contributes to			
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance		Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21				
Enter a brief description of your main activities and objectives below - Operate as a Centre of Excellence for Project and Programme Management (PPM), raising the capacity of the organisation to consistently plan and deliver projects/programmes successfully. - Support DMTs to embed a culture of continuous business improvement within the organisation through the provision of tools, techniques, advice and support – including but not limited to lean. - Manage and deliver adhoc Projects and Programmes of work at the direction of CMT and Merton Improvement Board. - Through the Programme Management Office (PMO), ensure that the corporate improvement portfolio is directed and monitored through DMTs, MIB and CMT so that resources, dependencies, risks and issues are managed effectively and benefits – aligned to organisational objectives (especially LBC 2020) are realised. - Ensure change is effectively managed across the organisation and strong change management principles and methodologies are embedded within improvement projects and programmes. - Work with businesses and I&T to establish – under the direction of CMT – the strategy for IT, an associated implementation plan and manage its delivery. - Lead and coordinate the Technical Design Authority (TDA), ensuring the organisation takes a coordinated and planned approach to systems implementation that complies with and drives agreed corporate strategy, standards and supportability. - Proactively advise businesses of opportunities to exploit emerging technologies and to leverage existing systems investments for improved business efficiency and service. - Provide support to the business for operational and maintenance related tasks for applications including upgrades, housekeeping, periodic scheduled tasks and batch processing, thus sustaining business continuity; availability, performance, and capability of the systems.		Core service request (days)	4023	3555	3355	3355	3355	1355	Customer Contact Strategy			
		Non Core service requests (days)	1620	1450	1450	1350	1350	1350	IT Strategy and Implementation Plan			
		Support for continuous/business improvement (days)	880	880	880	880	880	880	Information Management Strategy			
		Project/Programmes	21 FTE	19 FTE	11 FTE	0 FTE	0 FTE	0 FTE				
		Anticipated non financial resources		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21			
		Staff -Management & Programme Office (FTE)	6.46	6	3.5	2.5	2.5	2.5				
		Staff - Business Systems Team (FTE)	25	23	21	21	21	21				
		Staff - Programmes and projects (fixed term)	21	19	11	6	6	6				
		Performance indicator		Performance Targets (T) & Provisional Performance Targets (P)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
				2015/16(T)	2016/17(T)	2017/18(P)	2018/19(P)	2020/21(P)				
Systems availability		97%	98%	99%	99%	99%	99%	High	Monthly	Business critical	Reduced service delivery	
% positive and neutral coverage tone		92%	92%	92%	92%	92%	92%	High	Monthly	Perception	Reputational risk	

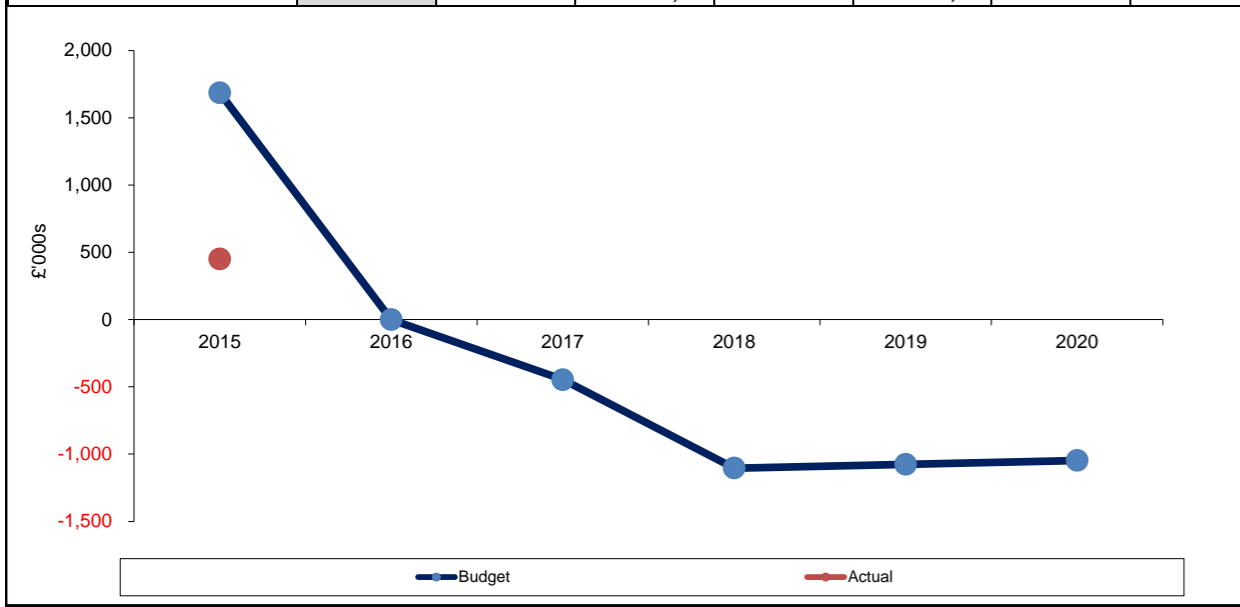
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	4,689	5,021	3,712	3,266	2,609	2,637	2,666
Employees	2,933	3,069	2,363	1,231	1,229	1,242	1,256
Premises		1	0	2	2	2	2
Transport	3	1	3	3	3	3	3
Supplies & Services	1,345	1,440	1,011	1,693	1,039	1,054	1,069
3rd party payments			0				
Support services	408	508	335	335	335	335	335
Depreciation							
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Income	3,004	4,571	3,713	3,713	3,713	3,713	3,713
Government grants							
Reimbursements							
Customer & client receipts	164	424	114	114	114	114	114
Recharges	2,840	4,146	3,599	3,599	3,599	3,599	3,599
Reserves							
Capital Funded							
Council Funded Net Budget	1,685	450	(0)	(447)	(1,104)	(1,075)	(1,047)



Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Document management system			740				
Plan Web/Capita Housing				100	42		
Customer contact programme		99	686				
Protective Marking		0	81				
Replace Social Care System		191	563	426	350		
Electronic Asset Management			21	250	75		
Public Protection & Map Info Systems				40	510		
Revenues & Benefits					400		
	0	290	2,090	816	1,377	0	0

Summary of major budget etc. changes 2017/18

Reorganisation of systems development and support arrangements CS63 £74k.
 CSD42 Restructure functions, delete 1 AD and other elements of management 170k
 CS2015-08 Staffing support savings 13k



2018/19

CS2015-01 Rationalisation of IT systems, removal of support for some systems 3k
 CS2015-02 Expiration of salary protection 16k

2019/20

2020/21

Business Improvement

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT			Risk		
					Likelihood	Impact	Score
Project 1		Project Title:	Customer Contact programme		Improved customer experience		
Start date	01/04/2013	Project Details:	Lead and deliver CC programme; to deliver improvements (technology and service redesign) set out in CC Strategy.	The programme is part of the move to a 21st Century organisation, with technology that supports a more comprehensive and cohesive service to customers and recognises the new, modern ways in which they wish to access services. Through channel shift and a reduction in avoidable contact/failure demand we expect the programme to support and enable the achievement of savings and efficiencies within individual services.	2	2	4
End date	31/06/2017						
Project 2		Project Title:	Electronic document and records management system		Improved efficiency (savings)		
Start date	01/04/2013	Project Details:	Procure and implement a replacement EDRMS to support and enable flexible/remote working and Customer Contact.	EDRMS will enable flexible and remote working, more efficient and cost effective storage and retrieval of documentation.	3	2	6
End date	31/07/2017						
Project 3		Project Title:	Social Care Information System		Improved efficiency (savings)		
Start date	01/06/2014	Project Details:	Procure and implement a Social Care Information system to support adults social and children and families integrated care.	A fit for purpose system that supports efficient business practices and care management now and into the future	1	3	3
End date	31/06/2017						
Project 4		Project Title:	SCIS Phase 2		Improved efficiency (savings)		
Start date	01/06/2017	Project Details:	Expand the new SCIS solution into other business areas and develop integration with EDRMS and Customer Contact solutions.	A fit for purpose system that supports efficient business practices and care management now and into the future	2	3	6
End date	31/09/2018						
Project 5		Project Title:	EAMS		Improved efficiency (savings)		
Start date	01/01/2017	Project Details:	Reprocure and implement the council's Asset Management solution and ensure end-to-end channel shift is achieved.	A fit for purpose system that supports channel shift and end-to-end process improvement	1	2	2
End date	31/06/17						
Project 6		Project Title:	MADI		Improved effectiveness		
Start date	01/07/2015	Project Details:	Cleansing and geocoding the council's geospatial data and establishing arrangements for the ongoing maintenance of data.	Customers can access and interact with geospatial data to achieve online reporting.	1	2	2
End date	31/06/2017						
Project 7		Project Title:					
Start date		Project Details:					0
End date							
Project 8		Project Title:			Select one major benefit		
Start date		Project Details:					0
End date							
Project 9		Project Title:			Select one major benefit		
Start date		Project Details:					0
End date							
Project 10		Project Title:			Select one major benefit		
Start date		Project Details:					0
End date							

Corporate Governance

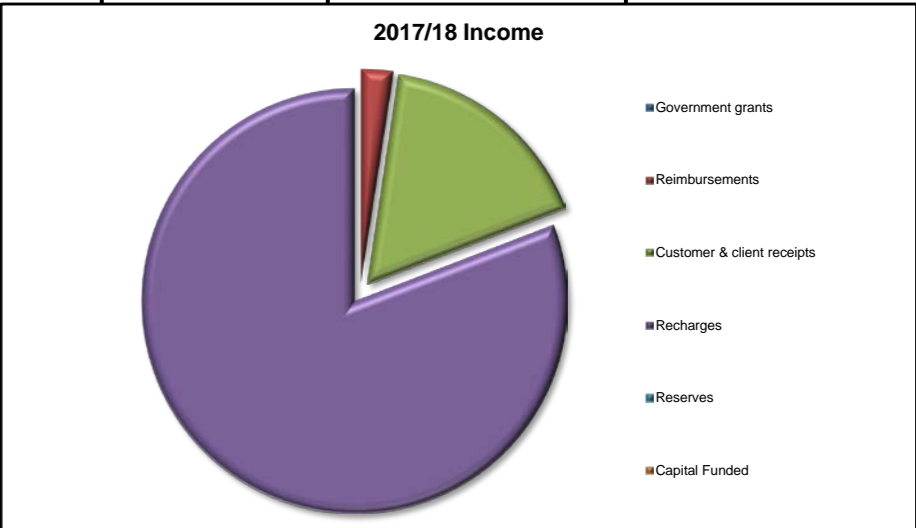
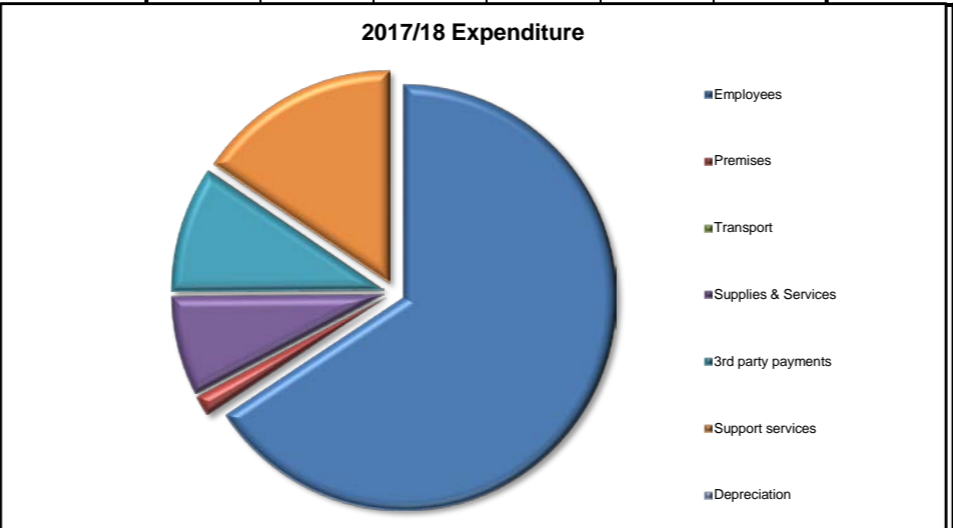
PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk		
					Likelihood	Impact	Score
Project 1		Project Title:	2013/17 Implement individual electoral registration		Risk reduction and compliance		
Start date	01/04/2013	Project Details:	Introduce new system of Individual Electoral Registration by implementing new processes to register residents, whilst undertaking data matching and public awareness strategies to seek to maximise the accuracy and completeness of the register of electors.		3	3	9
End date	2017-18						
Project 2		Project Title:	2013/17 Administer statutory elections, referendums and ballots.		Risk reduction and compliance		
Start date	01/04/2013	Project Details:	Administer GLA elections in 2016, and European Referendum before the end of 2017, plus Wimbledon BID ballot in 2016, together with any other referendums and ballots that may be required.		3	3	9
End date	31/03/2017						
Project 3		Project Title:	Committee report workflow		Improved effectiveness		
Start date	01/06/2014	Project Details:	To improve workflow through implementation of features within new software system. Will enable report authors to submit electronically, receive deadline reminders and get legal and finance comments as well as sign off by Directors and Cabinet Members. 2015/16 rolled out to Cabinet and Council. 2016/17 rollout to other committees.		2	1	2
End date	01/10/2017						
Project 4		Project Title:	Scrutiny Improvement Programme		Improved customer experience		
Start date	01/04/2014	Project Details:	To continue to improve effectiveness and impact of the scrutiny function and to engage new councillors in scrutiny activities. Programme comprises objectives and actions agreed by the Overview and Scrutiny Commission each year when it receives the Annual Member Survey.		2	1	2
End date	31/03/2018						
Project 5		Project Title:	Creation of centralised Local Land Charges Register		Improved customer experience		
Start date	01/04/2014	Project Details:	Review of LLC service delivery; dependent on national directive		3	1	3
End date	31/03/2017						
Project 6		Project Title:			Select one major benefit		
Start date		Project Details:					0
End date							
Project 7		Project Title:			Select one major benefit		
Start date		Project Details:					0
End date							
Project 8		Project Title:			Select one major benefit		
Start date		Project Details:					0
End date							
Project 9		Project Title:			Select one major benefit		
Start date		Project Details:					0
End date							
Project 10		Project Title:			Select one major benefit		
Start date		Project Details:					0
End date							

Customer Services

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT			Risk		
					Likelihood	Impact	Score
Project 1		Project Title:	Universal Credit Implementation		Economic outcomes		
Start date	01/01/2016	Project Details:	Implement the role out of UC in Merton and provide a support framework to assist claimants claim UC and receive budgeting advice. Process has been delayed by Central Government		2	1	2
End date	31/03/2020						
Project 2		Project Title:	Implement an Outside Wedding Venue		Economic outcomes		
Start date	01/04/2013	Project Details:	Planning permission approved for outside wedding venue at Morden Park House. Funding to be agreed.		2	2	4
End date	31/08/2017						
Project 3		Project Title:	Council Tax support scheme		Economic outcomes		
Start date	01/04/2017	Project Details:	During 17/18 options for a revised scheme will be reviewed for Council decision and possible implementation for 18/19. Moving forward we will review our discetionary relief and exemptions for implementation in 2018/19.		2	1	2
End date	30/10/2017						
Project 4		Project Title:	Review Debt Collection Processes		Improved effectiveness		
Start date	01/04/2015	Project Details:	With the implementation of the new Financial management computer systems a review of the existing debt collection processes will be undertaken as part of the system implementation.		2	1	2
End date	31/12/2017						
Project 5		Project Title:	Redesign of Merton Link		Improved customer experience		
Start date	01/10/2015	Project Details:	Implement the re-design of Merton Link area to improve the customer experience and increase self service		2	1	2
End date	31/12/2017						
Project 6		Project Title:			Select one major benefit		
Start date		Project Details:					0
End date							
Project 7		Project Title:			Select one major benefit		
Start date		Project Details:					0
End date							
Project 8		Project Title:			Select one major benefit		
Start date		Project Details:					0
End date							
Project 9		Project Title:			Select one major benefit		
Start date		Project Details:					0
End date							
Project 10		Project Title:			Select one major benefit		
Start date		Project Details:					0
End date							

Human Resources	Planning Assumptions						The Corporate strategies your service contributes to			
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance	Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21			
Enter a brief description of your main activities and objectives below 1) Support effective people management across the organisation through development of a workforce strategy/TOM people layer 2) Implement and maintain efficient HR transactions for recruitment, induction, employee data, payroll, performance management, appraisal, learning and development 3) Provide HR business partner support across the Council 4) Produce HR metrics, analyse people-related problems and take appropriate actions 5) Produce HR strategies, policy frameworks and systems to support effective people management 6) Support and develop capacity building in Members	Employees in Merton for HR, payroll, advice, L&D, EAP etc.	4,400	4,400	4,200	4,000			Workforce Strategy		
	New recruits to be appointed	160	160	150	140			Economic Development Strategy		
	New Apprentices to be appointed		33	33	33					
	Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21			
	Staff (FTE)		33	TBC	TBC					
Performance indicator	Performance Targets (T) & Provisional Performance Targets (P)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
	2015/16(T)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)				
Time to hire	90	90	88	86			Low	Monthly	Outcome	Increased costs
No. of working days lost to sickness, excluding schools	8	8	7	7			Low	Monthly	Outcome	Increased costs
% Appraisals completed	98%	98%	98%	98%			High	Annual	Outcome	Poor decision making
% Members L&D satisfaction	83%	83%	83%	83%			High	Quarterly	Outcome	Poor decision making

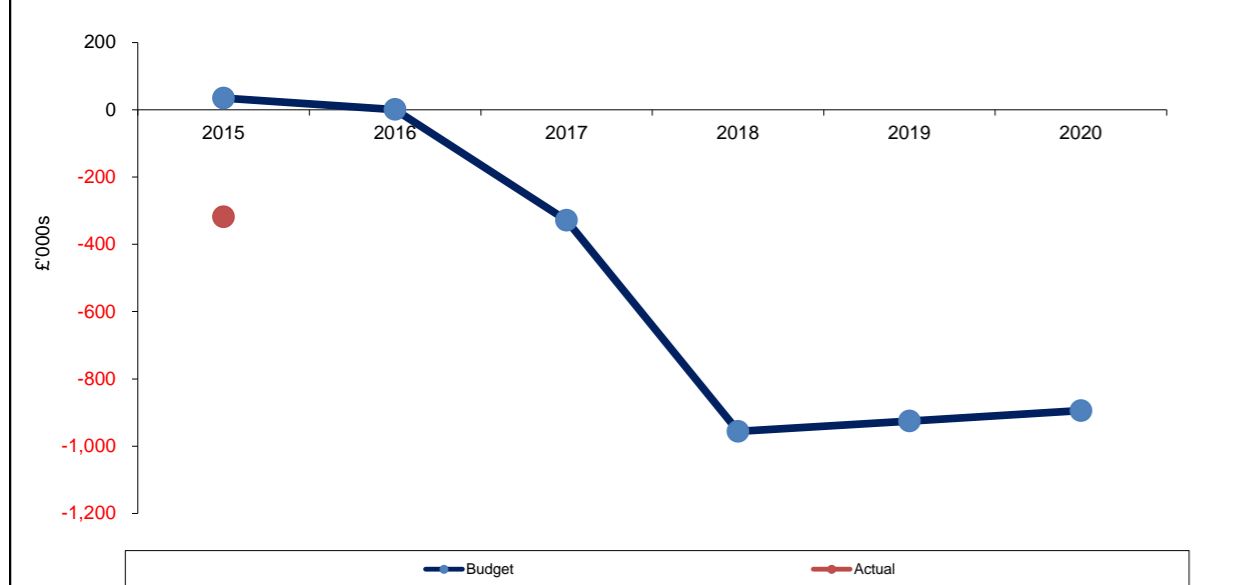
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	3,199	3,252	3,285	3,005	2,530	2,561	2,591
Employees	2,380	2,315	2,372	1,978	1,545	1,568	1,590
Premises	15	42	15	47	48	48	49
Transport	5	4	0	-3	-3	-3	-3
Supplies & Services	234	206	207	226	179	182	185
3rd party payments	263	324	224	290	294	298	303
Support services	303	361	467	467	467	467	467
Depreciation							
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Income	3,164	3,570	3,284	3,333	3,486	3,486	3,486
Government grants	13	13					
Reimbursements	20	83	20	79	79	79	79
Customer & client receipts	569	555	569	560	712	712	712
Recharges	2,562	2,919	2,695	2,695	2,695	2,695	2,695
Reserves							
Capital Funded							
Council Funded Net Budget	35	(318)	1	(329)	(956)	(925)	(895)



Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
	0	0	0	0	0	0	0

Summary of major budget etc. changes 2017/18

CSD34 L&D Admin Support 18k
CSD35 L&D Budget 134k



2018/19

CS75 Review of COT staffing 58k
CSD30 Schools COT support (delivery of schools buy-back service) £152k
CS48 Further rationalisation of HR services 130k
CS51 HR Transactions including COT 90k
CS49 HR Business Partners - Further consolidation of HR advisory work 140k
CSD17 COT Review 38k
CSD29 Recruitment and DBS review 50k

2019/20

2020/21

Human Resources

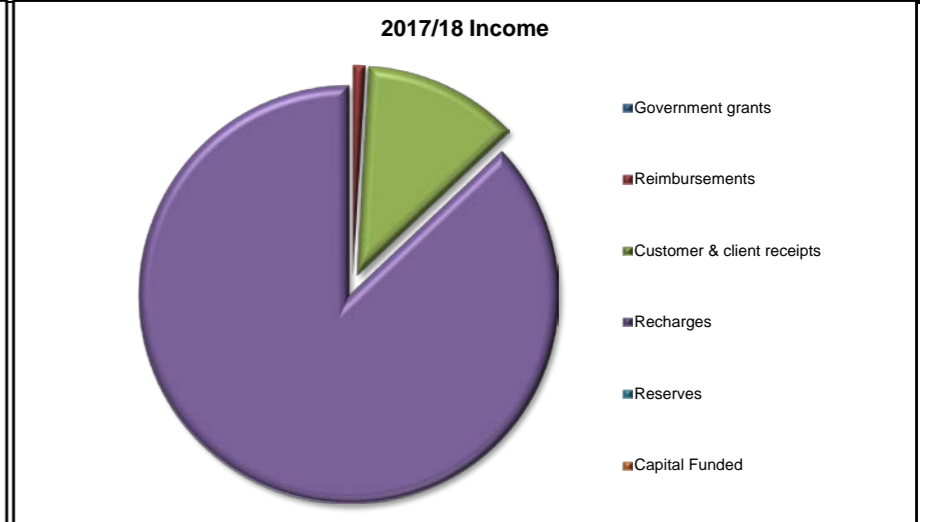
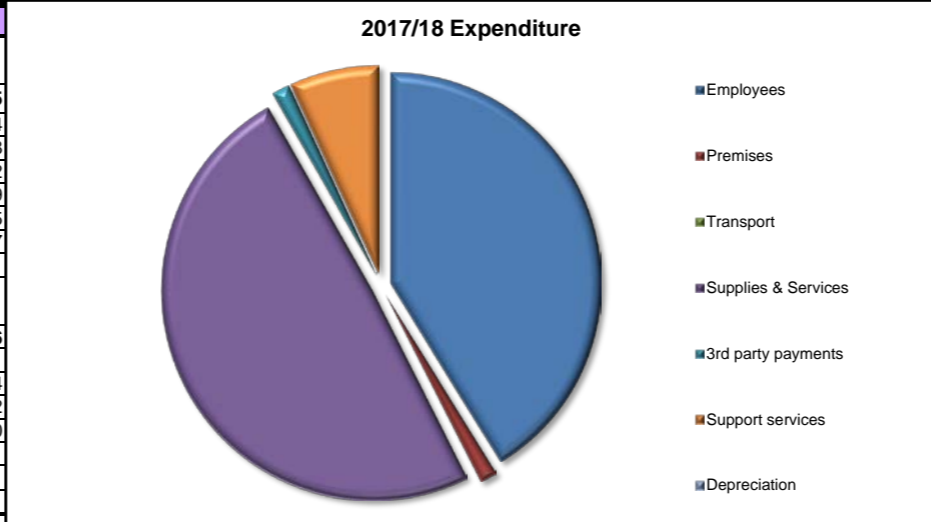
PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT			Risk		
					Likelihood	Impact	Score
Project 1		Project Title:	Workforce Strategy		Improved staff skills and development		
Start date	01/04/2014	Project Details:	Deliver the 5 key strands of the Council's workforce strategy to support the wider TOM programme for organisational change		3	3	9
End date	31/03/2018						
Project 2		Project Title:	Establishment and workforce		Improved staff skills and development		
Start date	01/04/2015	Project Details:	Embed systems to maintain, monitor and control an accurate establishment and vacancy position across the Council for both permanent and interim staff		3	4	12
End date	31/03/2018						
Project 3		Project Title:	Review HR policies		Improved effectiveness		
Start date	01/04/2015	Project Details:	Embed a new suite of simplified and business-focussed HR policies, supported by appropriate management development		3	3	9
End date	31/07/2017						
Project 4		Project Title:	Review and retender key HR contracts		Improved effectiveness		
Start date	30/09/2016	Project Details:	Commission Occupational Health, Agency contract, Eteach and Kingston/Sutton SLA and Schools SLA		3	3	9
End date	30/12/2017						
Project 5		Project Title:			Select one major benefit		
Start date		Project Details:					0
End date							
Project 6		Project Title:			Select one major benefit		
Start date		Project Details:					0
End date							
Project 7		Project Title:			Select one major benefit		
Start date		Project Details:					0
End date							
Project 8		Project Title:			Select one major benefit		
Start date		Project Details:					0
End date							
Project 9		Project Title:			Select one major benefit		
Start date		Project Details:					0
End date							
Project 10		Project Title:			Improved effectiveness		
Start date		Project Details:					0
End date							

Infrastructure and Transactions

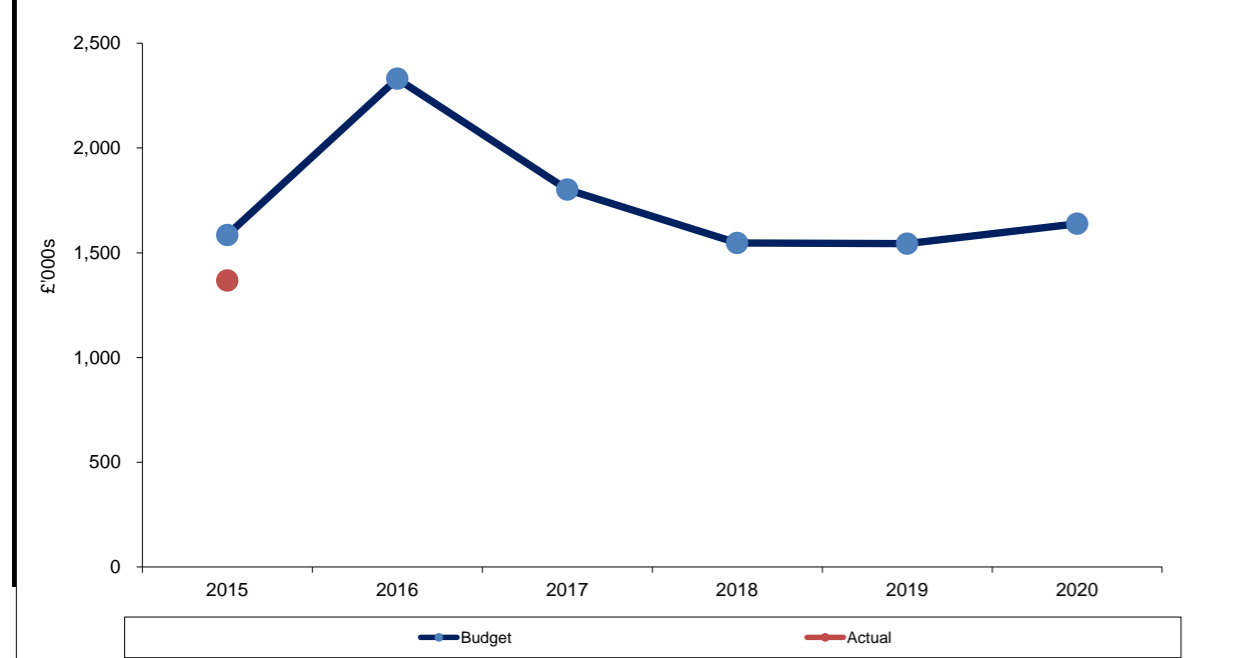
PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT			Risk			
					Likelihood	Impact	Score	
Project 1		Project Title:	Implementation of IT Strategy & Plan			Improved efficiency (savings)		
Start date	01/04/2016	Project Details:	Implementation of corporate IT Strategy & Plan which has been developed on the basis of information derived from departmental Target Operating Models.			3	2	6
End date	31/03/2019							
Project 2		Project Title:	Digital Archiving of existing paper records			Improved efficiency (savings)		
Start date	01/06/2014	Project Details:	Scanning of paper records into a digital format which will be prioritised in order to support the roll out of the Flexible Working Programme. This project also links directly to the Customer Contact programme which includes the implementation of a new Electronic Documents and Records Management System (EDRMS).			1	2	2
End date	31/03/2018							
Project 3		Project Title:	Upgrading of IT Disaster Recovery Arrangements			Risk reduction and compliance		
Start date	01/12/2013	Project Details:	Complete works to improve disaster recovery arrangements for the Councils main IT systems and minimise any potential loss of service in the event of a major incident or IT equipment failure.			4	3	12
End date	30/09/2017							
Project 4		Project Title:	Implementation of CASPAR system			Improved efficiency (savings)		
Start date	02/11/2016	Project Title:	The new client money and case management program for Client Financial Affairs will capture all information relating to both appointeeship and deputyship clients and will link to CFA's new online banking system.			2	2	4
End date	31/06/2017							
Project 5		Project Title:	Review Options for Procurement Service Delivery Model			Improved effectiveness		
Start date	01/12/2016	Project Details:	Undertake a review of the various delivery model options for the provision of procurement across the Council and make a recommendation to CMT on the suggested way forward.			3	2	6
End date	31/09/2017							
Project 6		Project Title:	Energy "Invest to Save" Initiatives			Improved efficiency (savings)		
Start date	01/04/2017	Project Details:	Completion of a range of projects across the councils entire portfolio of properties which will reduce energy consumption and associated CO2 emissions and that are designed to have a maximum financial pay back of between 7 and 10 years.			3	2	6
End date	31/03/2019							
Project 7		Project Title:	Undertake 'Make/Buy/Share' reviews of key service provision			Improved efficiency (savings)		
Start date	01/09/2017	Project Details:	Review of current operational service delivery models to ensure that the Council is utilising the most cost effective and efficient means of providing services to both internal and external customers.			3	2	6
End date	01/09/2018							
Project 8		Project Title:	Review Departmental Business Continuity/Disaster Recovery plans			Risk reduction and compliance		
Start date	01/08/2016	Project Details:	Undertake a review and refresh of the Councils Business Continuity and Disaster Recovery plans and arrangements in order to ensure that they are robust and fit for purpose.			2	2	4
End date	31/09/2017							
Project 9		Project Title:	Online Safety Inspection system			Risk reduction and compliance		
Start date	01/04/2016	Project Details:	Development of an 'Online' data capture system for recording and uploading information from safety inspections directly into a back office system to reduce the double handling of data.			2	2	4
End date	31/09/2017							
Project 10		Project Title:				Select one major benefit		
Start date		Project Details:						0
End date								

Resources	Planning Assumptions							The Corporate strategies your service contributes to		
<p>Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance</p> <p>Enter a brief description of your main activities and objectives below</p> <p>Resources is made up of five major areas of activity:</p> <p>Accountancy - manage financial health of the council through advice & support to officers and Members, production of council's financial accounts, revenue & budget setting, profiling and reporting & monitoring. Over the next four years we will transform by improving use of technology /reviewing processes /how information is stored in our financial systems.</p> <p>Business planning - manage Financial Strategy & Capital Strategy/Monitoring, Financial Systems Liaison & Development, Business & Service Planning, Performance Management (PM) & Risk Management, developing key business metrics to help services transform & facilitate multi-year planning, target resources, manage risk & integrate financial, business & performance information. Over the next four years we will improve robustness of our systems & projections, challenge services to improve their performance management to facilitate transformation, data quality and risk management</p> <p>Commercial & procurement - The purpose of the Commercial Services and Procurement team is to be a strategic centre of excellence for procurement and contract management, guidance, training and advice including ownership of the Council's Procurement Strategy, involvement in key tender processes, identification of savings opportunities and commercial benefits, compliance with EU and UK procurement legislation, benchmarking and best practice and ownership of the contracts register.</p> <p>Policy and strategy - coordinate corporate strategy & policy; ensure effective & high-quality policy development across the council; promote a positive relationship with the voluntary and community sector; ensure the council meets its responsibilities under equalities & community cohesion policy; lead on effective partnership working by managing the local strategic partnership, including leading on the Stronger Communities agenda and delivery of the Sustainable Community Strategy; and provide a secretariat function for CMT and LSG.</p> <p>Treasury and pensions - to manage the Council's treasury (including the day to day cashflow, banking</p>	Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Corporate Asset Management Plan Capital Programme Central Government Equality Strategy Procurement Strategy Risk Management Strategy Treasury Management Strategy Voluntary Sector Strategy		
	Revenue/Capital Budget Managers	147/23	147/23	147/23	147/23	147/23	147/23			
	Voluntary Sector Organisations Supported	150+	150+	150+	150+	150+	150+			
	Budget, Service, Performance & Risk Setting	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports			
	Budget, Service, Performance & Risk Monitoring	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports			
	Budget, Service, Performance & Risk Closing	2 Reports	2 Reports	2 Reports	2 Reports	2 Reports	2 Reports			
	Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21			
	Staff (FTE)	63.3	54.6	51.6	45.6	57.2				
	Staff (Trainees)	4	4	4	3	3				
	Staff (Apprentices)	2	0	0	0	0				
Performance indicator	Performance Targets (T) & Provisional Performance Targets (P)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
	2015/16(T)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)					2021/21(P)
Accuracy of P8 Revenue Forecast (compared to outturn)	90%	90%	90%				High	Annual	Outcome	Poor decision making
Accuracy of P8 Capital Forecast	90%	90%	90%				High	Annual	Outcome	Poor decision making
Number of Adjustments to Draft Accounts	0	0	0				Low	Annual	Business critical	Government intervention
Action plans in place for 'red' risks	90%	90%	90%				High	Quarterly	Outcome	Poor decision making

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	8,449	8,653	8,361	7,832	7,593	7,589	7,685
Employees	3,838	3,949	3,645	3,230	2,947	2,981	3,014
Premises	101	102	100	103	105	106	108
Transport	4	7	2	2	2	2	2
Supplies & Services	4,003	4,078	3,906	3,852	3,892	3,850	3,909
3rd party payments	171	157	171	108	110	113	115
Support services	333	360	537	537	537	537	537
Depreciation	0		0	0			
Revenue £'000s	6,864	7,285	6,030	6,030	6,046	6,046	6,046
Government grants	10		0	0	0	0	0
Reimbursements	54	115	54	54	54	54	54
Customer & client receipts	765	1,077	726	726	742	742	742
Recharges	6,036	6,092	5,250	5,250	5,250	5,250	5,250
Reserves	0		0	0	0	0	0
Capital Funded	0		0	0	0	0	0
Council Funded Net Budget	1,585	1,368	2,331	1,802	1,547	1,543	1,639



Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Financial System re-engineering		397	506				
Civica Icon		18	107				125
Acquisitions Budget		464	1,533				
Capital Bidding Fund			1,839				
Full EDRMS solution SCIS/FIS			41				
	0	880	4,026	0	0	0	125



Summary of major budget etc changes
2017/18
<p>MTFS/Business Planning: Throughout the financial year officers within the team will be compiling the Business Plan for 2018-22, this will include provision of a timetable for compilation and horizon scanning and evaluating the impact of any legislative changes. The modelling assumptions will be reviewed and detailed scenario planning undertaken.</p> <p>Savings: Savings of £78k previously deferred will be delivered from the deletion of two posts (CS46). A review of recharges to the Pension fund will make savings of 47k (CS6). Increased income of 16k (CSD20) and a reduction in running costs 3k (CSD23). One Business Partner to be deleted 78k (CSD26). Reduction of LGCS budget to match contribution 81k (CSD46) CS2015-07 Reduction in running costs budgets £28k.</p>
2018/19
<p>Savings: Savings of 100k will made from further restructuring of the service (CSD27), and a further 16k of increased income (CSD20). Further review of staffing budgets across the division saving 216k (CS2015-05). Reduction of 19k in Corporate Grants budget (CS2015-11)</p>
2019/20
<p>CS2016-01 A reduction in the contribution to the self insurance fund in line with the actuarial valuation £100k.</p>
2020/21

Resources

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk			
				Likelihood	Impact	Score	
Project 1		Project Title:	Evaluation of future funding levels	Risk reduction and compliance			
Start date	01/04/2015	Project Details:	Analysis of all relevant information relating to local government finance. This will include details provided in annual Local Government Finance Settlements, Annual Budgets, Spending Reviews and other financial information published by the Government. This information is incorporated into the Council's MTFs and updated as part of annual Budget Setting Procedures. Modelling of the retained NNDR system will be undertaken along with sensitivity analysis.	Requires considerable horizon spotting activity a performance indicator would be developed comparing the estimated grant levels compared to those actually received.	2	2	4
End date	31/03/2020						
Project 2		Project Title:	Financial systems re-engineering programme	Improved effectiveness			
Start date	01/08/2013	Project Details:	Procurement of a single integrated financial system to replace the suite of products that are current used to provide GL, AP, P2P & AR functions. This will involve a new chart of accounts and new ways of working, driving efficiencies throughout the organisation. The potential for joint working with neighbour boroughs is currently being investigated. Current estimates of the Go live date are 31/03/2017 - project length allows for post implementation review	Two performance indicators are likely to be developed around the time taken to produce reporting information compared to now and the system downtime compared to now	2	3	6
End date	2017-18						
Project 3		Project Title:	Develop and implement whole life costing for capital projects	Improved effectiveness			
Start date	01/09/2016	Project Details:	This project will be undertaken in four stages 1) Develop a template to capture appropriate information 2) Pilot the template on two selected schemes 3) Amend the template 4) Apply the temple to selected schemes		3	2	6
End date	31/03/2018						
Project 4		Project Title:	Improve joint finance and business planning	Improved effectiveness			
Start date	01/04/2016	Project Details:	The project requires the quarterly update of service plans scheduled to start with September 2014 information following the implementation of the new performance and risk management system		2	2	4
End date	31/03/2018						
Project 5		Project Title:	Evaluation of different models of funding the capital programme	Improved effectiveness			
Start date	01/07/2014	Project Details:	In recent years there has been no need to borrow externally to fund capital expenditure, it is anticipated that some external funding will be needed towards the end of the current planning period and therefore a detailed consideration of all reasonable options needs to be done, including leasing, renting and borrowing or any other suitable methods of funding capital expenditure.	A model has been developed but it needs refining to facilitate option appraisal, produce clear outcomes that can easily be understood and increase the funding streams. The performance of this work will be judged directly by the AD Resources and Director of Corporate Services.	2	2	4
End date	31/03/2018						
Project 7		Project Title:	Capital - Benefits Realisation	Improved effectiveness			
Start date	01/09/2016	Project Details:	In 2012 there was a comprehensive review of the management of the capital programme. This led to the production of an action plan. It would be appropriate to undertake a follow-up review now. Outstanding work on Benefits Realisation to be completed		2	2	4
End date	31/03/2018						
Project 8		Project Title:	Recharge Review	Improved efficiency (savings)			
Start date	01/04/2015	Project Details:	Annual reviews of recharges have been undertaken. These have tended to be tactical. In 2016/18 a full scale strategic review will be undertaken. The project will need to dovetail with work undertaken to develop and implement the new financial system.		3	2	6
End date	31/03/2018						
Project 9		Project Title:	Infrastructure Assets Accounting	Improved effectiveness			
Start date	31/03/2016	Project Details:	Legislative requirement for asset accounting of highways and associated assets which will have a huge impact on our balance sheet. Financial officers will need to work closely with technical staff within Environment and Regeneration to gather the required information for account closure and presentation.	The computer systems used to record information will be reviewed by Internal Audit and assessed for the adequacy asap.	1	2	2
End date	31/03/2018						
Project 10		Project Title:	Pilot Early closure of Accounts	Improved effectiveness			
Start date	01/07/2015	Project Details:	For the financial year 2017/18 the Authority will have to close its accounts approximately six weeks earlier. This will require very careful planning and will require a different approach to be adopted. The authority is piloting earlier account closure over the next two financial years in preparation for 2017/18	Current performance indicators will be adjusted for this.	1	3	3
End date	31/07/2018						

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Legal Services

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk		
					Likelihood	Impact	Score
Project 1		Project Title:	Shared service		Improved customer experience		
Start date	01/04/2017	Project Details:	To embed the expanded shared service with Wandsworth , to identify and exploit the efficiencies of the new service in order to improve the customer experience and to identify further savings		4	2	8
End date	31/03/2019						
Project 2		Project Title:	Smarter Working		Improved effectiveness		
Start date	01/04/2017	Project Details:	To ensure the service is maximising the use of IT systems and software in order to enable mobile working across five authorities, reduce costs and increase the effectiveness and efficiency of the officers in the service		2	1	2
End date	31/03/2019						
Project 3		Project Title:	Future Model		Improved sustainability		
Start date	01/04/2017	Project Details:	Subject to Governance Board approval to obtain a licence from the Solicitors Regulatory Authority to be an Alternative Business Structure		2	2	4
End date	31/03/2018						
Project 4		Project Title:	Company Secretarial Service		Improved customer experience		
Start date	01/02/2017	Project Details:	To deliver an effective Company Secretarial Service to the Local Authority Trading Companies across five authorities which request such a service.		2	2	4
End date	31/03/2019						
Project 5		Project Title:	Digital Courtrooms		Improved efficiency (savings)		
Start date	01/04/2017	Project Details:	To generate income from Digital Courtrooms through a joint venture company		3	2	6
End date	31/03/2020						
Project 6		Project Title:			Improved effectiveness		
Start date		Project Details:					0
End date							
Project 7		Project Title:			Select one major benefit		
Start date		Project Details:					0
End date							
Project 8		Project Title:			Select one major benefit		
Start date		Project Details:					0
End date							
Project 9		Project Title:			Select one major benefit		
Start date		Project Details:					0
End date							
Project 10		Project Title:			Select one major benefit		
Start date		Project Details:					0
End date							

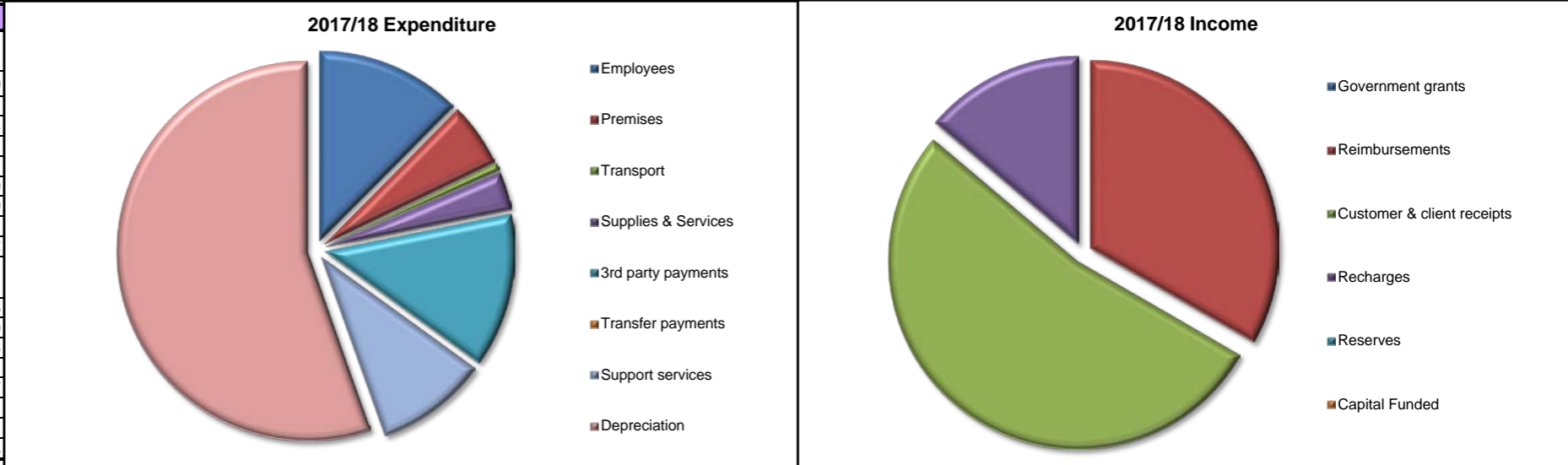
Environment & Regeneration

Development and Building Control

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT			Risk		
					Likelihood	Impact	Score
Project 1		Project Title:	Commercialisation of Building Control		Improved efficiency (savings)		
Start date	2013-14	Project Details:	This is to ensure Building Control is more commercially aware in a more competitive market.	Additional income generation	6	2	12
End date	2017-18						
Project 2		Project Title:	Mobile/Home working		Improved efficiency (savings)		
Start date	2014-15	Project Details:	This is introducing mobile and home working to the teams.	To allow reduced office space an efficient working practices	2	2	4
End date	2017-18						
Project 3		Project Title:	Improving the development management processes		Improved effectiveness		
Start date	2014-3	Project Details:	As part of sustainable communities to provide an end to end development management process to deliver regeneration objectives.	Improve regeneration opportunities	2	2	4
End date	2017-18						
Project 4		Project Title:	developing eforms and M3 capability and e-payments		Improved customer experience		
Start date	2014-5	Project Details:	Enforcement eforms, BC eforms and DC e-payments	Channel shift	4	1	4
End date	2017-18						
Project 5		Project Title:	Section review		Improved efficiency (savings)		
Start date	2014-15	Project Details:	Section review looking at the structure and interaction with other services	Efficiencies and savings	3	2	6
End date	2017-18						
Project 6		Project Title:	Shared services review with other LA's (part of TOM)		Improved efficiency (savings)		
Start date	2014/15	Project Details:	Looking at opportunities for sharing householder and /or admin back office services with adjoining authorities	Efficiencies and savings	2	2	4
End date	2017-18						
Project 7		Project Title:	Lean review of pre-application process (part of TOM)		Improved effectiveness		
Start date	2014/15	Project Details:	To ensure the process is efficient and robust from a customer perspective and to investigate any further income opportunities.	income generation opportunities	6	1	6
End date	2017-18						
Project 8		Project Title:	Re-procurement of M3 or equivalent IT system		Improved effectiveness		
Start date	2014/15	Project Details:	Either M3 engage cloud based system or equivalent. Potentially shared with nearby authorities	savings through contract negotiation.	3	1	3
End date	2017-18						
Project 9		Project Title:	Further develop Planning Performance agreements potential		Economic outcomes		
Start date	2014/15	Project Details:	Ensure cost neutral or better staffing levels to ensure this can be delivered	Regeneration certainty	1	2	2
End date	2017-18						
Project 10		Project Title:			Select one major benefit		
Start date		Project Details:					0
End date							

Future Merton & Traffic and Highways Cllr Martin Whelton: Cabinet Member for Regeneration, Environment & Housing Enter a brief description of your main activities and objectives below	Planning Assumptions							2020/21	Main impact if indicator not met		
	Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21				
Future Merton is the council's lead on growth and strategic development for the long-term sustainability of the borough. Everything we do is about making Merton a great place and enhancing the quality of life of our residents. The team plans and monitors the delivery of new housing in Merton and supports the creation of new businesses and jobs. We manage the council's Highway & Street Lighting contracts and ensure the borough's network of roads, footways, cycleways and street lighting are well maintained and safe. The team also manage major town centre and estate regeneration projects and lead on the coordination of infrastructure projects such as Crossrail 2. We are responsible for delivering locally, objectives in the Mayor's London Plan and Mayor's Transport Strategy. Future Merton contributes to the Merton Partnership via the activities of the Sustainable Communities & Transport Partnership (SCTP), Economic Wellbeing Group, Housing Group and Climate Change Steering Group. The team also services the Borough Plan Advisory Committee (BPAC) and Design Review Panel (DRP) Key service areas include: Regeneration, Economic Development, Traffic & Highways, Planning Policy, Transport Planning, Road Safety Education, Flood Mitigation, Urban Design, management of the Community Infrastructure Levy and the management of Vestry Hall. Service transformations identified in the TOM involve streamlined processes for project delivery, increased mobile working, increasing online consultations and interactive digitisation	Population	211,569	214,229	216,806	218,100	220,000	222,000	Community Plan			
	Actual businesses in borough			TBC					Local Plan		
	Road Network Maintenance			TBC				Merton Regeneration Strategy			
								Climate Change Strategy			
	Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Economic Development Strategy			
	Staff (FTE)	63	63.00	63.00	63.00	63.00	63.00	Employment and Skills Action Plan			
								Health & Wellbeing Strategy			
								Local TfL Implementation Strategy			
								Air Quality Action Plan			
	Performance indicator	Performance Targets (T) & Provisional Performance Targets (P)					Polarity	Reporting cycle	Indicator type		
		2015/16(T)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)				2020/21(P)	
	New homes built	411	411	411	411	411	411	High	Annual	Outcome	Loss of Government grant
	New businesses created	100	200	300	TBC	TBC	TBC	Low	Annual	Outcome	Loss of income
	New jobs created	300	300	450	TBC	TBC	TBC	Low	Annual	Outcome	Social exclusion
	Street light repairs (days)	3	3	3	3	3	3	Low	Quarterly	Quality	Reduced customer service
	Road emergency call outs	100	100	100	100	100	100	High	Monthly	Business critical	Reduced customer service
	Footway & Carriageway condition	92	92	95	95	95	95	High	Annual	Quality	Increased costs
	Streetwork inspections	35	36	36	37	37	38	High	Quarterly	Quality	Increased costs
	Streetwork permitting (% issued)	98	98	98	98	98	98	High	Monthly	Output	Loss of income

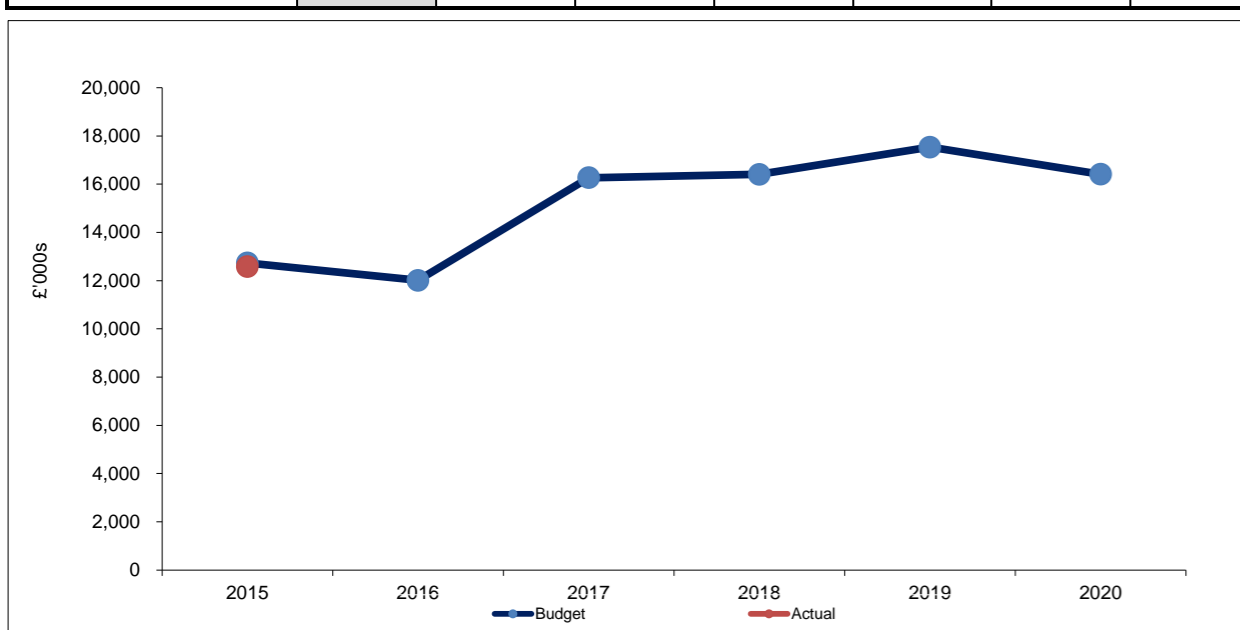
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	16,001	15,465	15,271	19,861	19,998	21,127	20,010
Employees	2,638	2,762	2,504	2,472	2,653	2,528	2,551
Premises	980	997	961	1,083	1,097	1,110	1,124
Transport	112	105	112	135	137	1336	141
Supplies & Services	1,082	1,014	675	648	655	663	671
3rd party payments	3,040	2,903	2,575	2,610	2,543	2,577	2,610
Transfer payments	0	0	0	0	0	0	0
Support services	1,707	1,242	1,901	1,901	1,901	1,901	1,901
Depreciation	6,442	6,442	6,543	11,012	11,012	11,012	11,012
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Income	3,265	2,882	3,262	3,596	3,596	3,596	3,596
Government grants	67	67	0	0	0	0	0
Reimbursements	1,017	1,137	970	1,198	1,198	1,198	1,198
Customer & client receipts	1,684	1,678	1,795	1,901	1,901	1,901	1,901
Recharges	497	0	497	497	497	497	497
Reserves							
Capital Funded							
Council Funded Net Budget	12,736	12,583	12,009	16,265	16,402	17,531	16,414



Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Highways Works		1,898	1,979	1,919	1,922	1,627	1,627
Transport For London		2,339	2,433	1,845			
Footways Planned Works		1,000	1,000	1,000	1,000	1,000	1,000
Town Centre Investment		2,984	2,808	700			
Morden TfL				220	2,000		
Transportation Enhancements					1,000	3,000	1,000
Other		487	1,558	796	569	350	350
	0	8,708	9,778	6,480	6,491	5,977	3,977

Summary of major budget etc changes 2017/18

ER23 = (£214k) E&R41 = (£80k)
 ENV24 = (£10k) E&R32 = (£5k)
 E&R34 = (£30k) E&R35 = (£25k)
 E&R37 = (£50k) ENV15 = (£148k)
 ENV16 = (£65k) ENV17 = (£30k)
 ERG1 = £757k
 EDS reserve adjustment = (£75k)
 EDS2 reserve adjustment = (£262k)



2018/19

ENV16 = (£65k)
 ENV17 = (£35k)
 ERG1 = £157k

2019/20

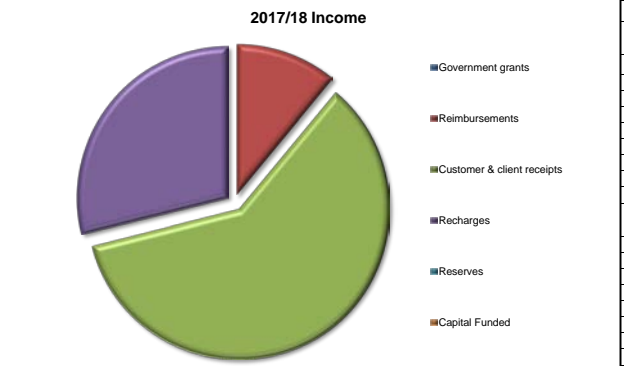
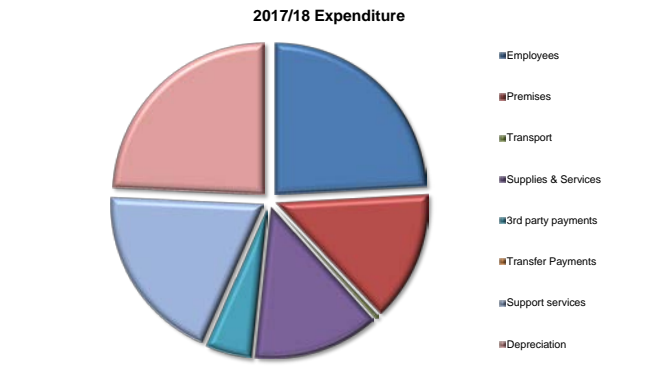
ERG1 = (£150k)

2020/21

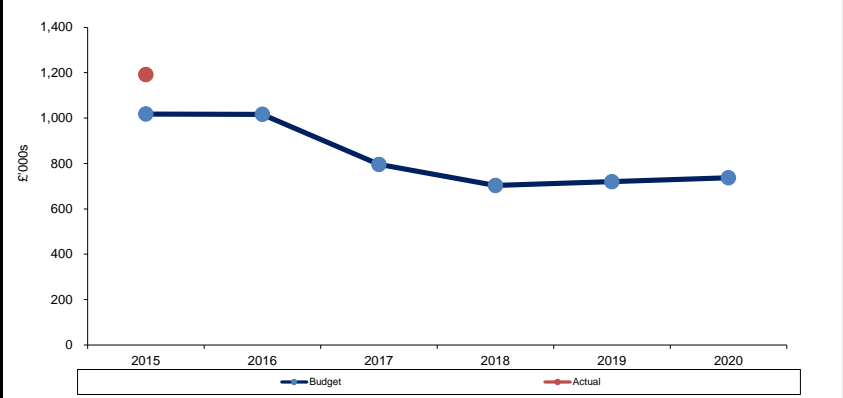
PROJECT DESCRIPTION		MAJOR PROJECT BENEFITS			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Local Plan: Estate Regeneration	Infrastructure renewal					
Start date	2014/15	Project Details:	Working with Circle Merton Priory to deliver investment in new homes and the regeneration of High Path, Eastfields and Ravensbury estates. Supported by the preparation of a Local Plan (DPD) Also working with Moat housing to coordinate investment in regenerating Pollards Hill.			3	2	6	
End date	2024/25								
Project 2		Project Title:	Rediscover Mitcham	Infrastructure renewal					
Start date	2012-13	Project Details:	Revitalising Mitcham Fair Green and surrounding streets by investing c£6m in the public realm, local businesses, and transport proposals, working closely with local residents, the business community and Transport for London. Rediscover Canons HLF Bids (Parks for People and Townscape Heritage c£2.5m)			2	2	4	
End date	2017-18								
Project 3		Project Title:	Connecting Colliers Wood / South Wimbledon Planning Framework	Infrastructure renewal					
Start date	2014-15	Project Details:	Work with stakeholders to facilitate the regeneration and growth of Colliers Wood / South Wimbledon via preparation of GLA Development Framework (strategic masterplan, delivery of public real, new homes and town centre re-designation) Stage 1; delivery c£2.5m investment in 'Connecting Colliers Wood' public realm project on track to complete summer 2015. Masterplan to follow 2015/16+			4	1	4	
End date	2019-20								
Project 4		Project Title:	Wimbledon Stadium	Infrastructure renewal					
Start date	2011-12	Project Details:	Delivery of a new stadium and associated developments, working with stakeholders on a masterplan for the site following the outcome of the <i>Sites and Policies Plan</i>			3	1	3	
End date	2017-18								
Project 5		Project Title:	Climate Change Strategy & Action Plan	Improved sustainability					
Start date	2014-15	Project Details:	Managing internal and external energy efficiency and renewable energy investment in the council's buildings, schools and in the wider community to reduce carbon while saving money, towards the creation of a revolving invest-to-save investment fund. Other projects include Air Quality, Greening Businesses, PV roll-out and District Heat & Power feasibility			2	2	4	
End date	2018-19								
Project 6		Project Title:	Future Wimbledon & Crossrail 2	Economic outcomes					
Start date	2014-15	Project Details:	Identifying the growth potential of Wimbledon as the premier business hub in South London. Explore investment and development opportunities linked to Crossrail 2 and improving the quality of architecture, design and placemaking. Conference (2013) Ideas Competition (2014) Inward investment Prospectus (2015/16) Masterplan linked to Crossrail 2 (2015/16-2017/18)			3	4	12	
End date	2022-23								
Project 7		Project Title:	Morden Town Centre Regeneration	Improved reputation					
Start date	2011/12	Project Details:	Growth, investment and intensification to support regeneration in Morden. Strategic Planning Policies (2011-2013) Development Brief with TFL for Morden Station (2014) Major scheme bid to TFL for public realm overhaul and gyratory removal (2015/16) GLA Housing Zone bid (2014/2016) Development Partner selection (2015/16-2016/17) Physical project delivery c2017/18			3	2	6	
End date	2019-20								
Project 8		Project Title:	Economic Development Strategy and Action Plans	Improved reputation					
Start date	2012-13	Project Details:	Inward Investment and Business Retention Strategy. Employment and Skills Strategy. Merton Business Support Service. Merton Micro Loan and Business Loan Fund.			2	1	2	
End date	2016-17								
Project 9		Project Title:	Smarter travel: road safety	Improved reputation					
Start date	2013-14	Project Details:	Running various programmes to improve road safety and encourage smarter and healthier travel choices, including adult and children cycle training, walk to school, motorcycle and learner driver training. Reduces road related injuries and helps Merton deliver its share of the Mayor's Transport Strategy.			2	2	4	
End date	2017-18								
Project 10		Project Title:	Borough Cycling Initiatives	Improved reputation					
Start date	2014-15	Project Details:	TFL Quietways funding for cycling infrastructure improvements. TFL Major Scheme bid for Wimbledon Town Centre cycle segregation scheme (2014/15-2017/18)			2	1	2	
End date	2024-26								

Leisure & Cultural Development		Planning Assumptions						The Corporate strategies your service contributes to	
Cllr Nick Draper Cabinet Member for Community & Culture		Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
Enter a brief description of your main activities and objectives below		Population	211,569	214,229	216,806	219,316	213,497		Asset Management Plan
Main Activities:		No. of Children & Young People aged 8-17 in west of borough	7,900	8,050	8,200	8,700	12,410		Children & Young person's Plan
Engage local people in healthy living and lifestyle changes through increased involvement and participation in sports, arts, cultural and physical activities and events, by working with partners to increase the number, scope and quality of facilities, programmes, activities and events on offer.		Population of most disadvantaged wards	126,850	127,540	128,100	104,155	100,768		Cultural Strategy
		Users of Merton's Leisure Centres	832677	841004	878105	942,592	970,026		Community Plan
		Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Open Spaces Strategy
Main Objectives:		Staff (FTE)	14.25	13.6	6.6	6.6	6.6		Social Inclusion Strategy
- Build a new Morden Leisure Centre by 2018,		Accommodation	7	7	7	7	7		Voluntary Sector Strategy
- Negotiate contract changes with GLL to operate Morden Leisure Centre and make contract savings		Volunteers	20	20	20	20	20		
		Staff seasonal	30	30	30	30	30		
		Performance indicator	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)	Polarity
		Income £ from Merton Active Plus	55,000	60,000	60,000	60,000	60,000	60,000	High
		Income £ from Watersports Centre	377,000	387,000	397,000	402,000	402,000	402,000	High
		14-25 yr old Fitness Centre Participation at leisure centres	103,000	106,000	106,000	106,000	108,120	48.0	High
		% residents rating facilities Good to Excellent	45.0	45.5	46.0	48.0	48.0	48.0	High
		Total Number of Users of Merton's Leisure Centres	832,677	841,004	878,105	942,592	970,026		High
		Total Number of Users of Polka Theatre	93,690	93,916	94,600	95,000	89,500		High

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	2,113	2,277	2,268	2,033	2,045	2,062	2,079
Employees	706	705	697	490	497	505	513
Premises	122	329	278	282	286	290	294
Transport	8	12	8	8	9	9	9
Supplies & Services	282	296	282	271	271	275	279
3rd party payments	198	58	126	100	100	101	102
Transfer Payments	5		0	0	0	0	0
Support services	383	389	389	389	389	389	389
Depreciation	409	488	488	493	493	493	493
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Income	1,095	1,085	1,251	1,237	1,342	1,342	1,342
Government grants	0						
Reimbursements	244	61	160	136	136	136	136
Customer & client receipts	500	656	733	743	848	848	848
Recharges	351	368	358	358	358	358	358
Reserves							
Capital Funded							
Council Funded Net Budget	1,018	1,192	1,017	796	703	720	737



Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Morden Leisure Centre		508	1,574	8,319	250	1,250	8
Wimb Pk Lake de-silting							
Other		135	399	450	300	250	250
Total	0	643	1,973	9,019	2,117	258	250



Summary of major budget etc changes	
2017/18	E&R1 = (£5k) E&R2 = (£10k) E&R3 = (£16k) ENV11 = (£59k) ENV13 = (£70k) ENV23 = (£89k)
2018/19	E&R1 = (£4k) E&R2 = (£5k) E&R4 = (£100k)
2019/20	
2020/21	

Leisure & Cultural Development

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Morden Leisure Centre	Improved customer experience		8
Start date	2014	Project Details:	Deliver a new Morden Leisure Centre as a family friendly and community leisure centre to replace Morden Park Pools. Decommission and demolish the existing Morden Park Pools and reinstate the land to fit in with the Morden Park landscape	4	2	
End date	2019					
Project 2		Project Title:	Leisure Centres Contract	Improved efficiency (savings)		4
Start date	2016	Project Details:	Vary the Leisure Centre Contract to take account of the new Morden Leisure Centre	2	2	
End date	2018					
Project 3		Project Title:	Implement the Wimbledon Park Lake Flood Risk & De-silting Plans	Risk reduction and compliance		4
Start date	2017	Project Details:	Develop solutions and plans to de-silt and implement flood risk requirements to deliver solutions for the lake. Procure and implement the solutions	2	2	
End date	2020					
Project 4		Project Title:	Wimbledon Park Watersports and Outdoor Adventure Centre	Economic outcomes		8
Start date	2017	Project Details:	Commission works to determine the most effective management solution for this service. Implement the solution.	4	2	
End date	2019					
Project 5		Project Title:	Customer Relationship Management & Other Service Technological Requirements	Improved customer experience		4
Start date	2015	Project Details:	Deliver future culture and sports services through corporate technological solutions including the CRM system for interfacing with customers.	2	2	
End date	2018					
Project 6		Project Title:	Restructure Staff Team following Phase C & Staff Reductions	Improved efficiency (savings)		4
Start date	2016	Project Details:	TUPE staff out to contractors as part of Phase C Contract. Restructure & reorganise the remaining Leisure & Culture Development & Greenspaces Team's functions, products & services, budgets into one combined service following the implementation of the Phase C contract	2	2	
End date	2018					
Project 7		Project Title:	Commission and Contract Culture and Sports Services	Improved customer experience		4
Start date	2016	Project Details:	Increasing participation & engagement in the arts, culture, sport, physical activity and well-being activities through commissioned and contracted services in line with the Culture and Sport Framework as well as priority needs	2	2	
End date	2021					
Project 8		Project Title:				4
Start date		Project Details:		2	2	
End date						
Project 9		Project Title:				4
Start date		Project Details:		2	2	
End date						
Project 10		Project Title:				4
Start date		Project Details:		2	2	
End date						

Parking

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Tackling Traffic Congestion	Improved effectiveness					
Start date	2015-2016	Project Details:	Replace the existing Bus Lane and Moving Traffic enforcement cameras and back office system with an Automatic Number Plate Recognition (ANPR) to enable unmanned enforcement of the above type of enforcement contraventions.	The improvement of traffic congestion that will lead to improved bus journey times, traffic flows, pollution and the safety of pedestrians and cyclists.			2	1	2
End date	2017-18								
Project 2		Project Title:	Cashless parking	Improved customer experience					
Start date	2013-14	Project Details:	Rollout a cashless/mobile phone payment service for on and off-street parking charges, permits and suspensions.	Improved customer service by allowing motorists to purchase paid for parking without the need for cash.			2	1	2
End date	2017-18								
Project 3		Project Title:	Investment in Public Space CCTV	Improvement in Public safety					
Start date	2015-2016	Project Details:	Replace existing public space CCTV equipment On Street and in the back office CCTV suite				2	1	2
End date	2017-18								
Project 4		Project Title:	Review CEO Shift Patterns	More efficient use of resources					
Start date	01/04/2016	Project Details:	Consult on the introduction of a more efficient shift patterns				2	1	2
End date	2017-18								
Project 5		Project Title:	Review CCTV Shift Patterns	More efficient use of resources					
Start date	01/04/2016	Project Details:	Consult on the introduction of a more efficient shift patterns				2	1	2
End date	2017-18								
Project 6		Project Title:	Enforcement of pavement parking as a result of a new policy	Improve conditions for pedestrians using the pavements					
Start date	01/04/2016	Project Details:	Stop inconsiderate parking on pavements by motorists				2	1	2
End date	Continuous								
Project 7		Project Title:		Select one major benefit					
Start date		Project Details:							0
End date									
Project 8		Project Title:		Select one major benefit					
Start date		Project Details:							0
End date									
Project 9		Project Title:		Select one major benefit					
Start date		Project Details:							0
End date									
Project 10		Project Title:		Select one major benefit					
Start date		Project Details:							0
End date									

Property

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT			Risk		
					Likelihood	Impact	Score
Project 1		Project Title:	New secondary school		Infrastructure renewal		
Start date	2016-17	Project Details:	Land acquisition and granting of new leases.		2	2	4
End date	on going						
Project 2		Project Title:	P4/Broadway Car Park		Improved efficiency (savings)		
Start date	2012-13	Project Details:	Disposal of public car park to regenerate prominent town centre site.		1	2	2
End date	on going						
Project 3		Project Title:			Select one major benefit		
Start date		Project Details:					0
End date							
Project 4		Project Title:			Select one major benefit		
Start date		Project Details:					0
End date							
Project 5		Project Title:			Select one major benefit		
Start date		Project Details:					0
End date							
Project 6		Project Title:			Select one major benefit		
Start date		Project Details:					0
End date							
Project 7		Project Title:			Select one major benefit		
Start date		Project Details:					0
End date							
Project 8		Project Title:			Select one major benefit		
Start date		Project Details:					0
End date							
Project 9		Project Title:			Select one major benefit		
Start date		Project Details:					0
End date							
Project 10		Project Title:			Select one major benefit		
Start date		Project Details:					0
End date							

PROJECT DESCRIPTION		MAJOR PROJECT BENEFITS		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Expansion of shared 'regulatory' service	Economic outcomes		6
Start date	2016-17	Project Details:	Potential expansion of the Regulatory Services Partnership to include the London Borough of Wandsworth in 2017.	3	2	
End date	2017-18					
Project 2		Project Title:	Rationalisation of administration and licensing teams	Improved effectiveness		2
Start date	2015-16	Project Details:	Rationalisation of the Merton and Richmond administration and licensing teams to improve business processes, generate efficiencies and improve the outcomes for customers	2	1	
End date	2017-18					
Project 3		Project Title:	Procurement of a new ICT case management system	Improved efficiency (savings)		2
Start date	2015-16	Project Details:	Contribution to the ICT led procurement of a new computer system for E&R and potential joint procurement with Richmond and Wandsworth	2	1	
End date	2017-18					
Project 4		Project Title:	Design and implement a joint Merton/Richmond budget	Economic outcomes		2
Start date	2014-15	Project Details:	Design and implement a joint revenue (income & expenditure) budget on a to be determined costs apportionment model	2	1	
End date	2017-18					
Project 5		Project Title:		Select one major benefit		0
Start date		Project Details:		0	0	
End date						
Project 6		Project Title:		Select one major benefit		0
Start date		Project Details:		0	0	
End date						
Project 7		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
Project 8		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
Project 9		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
Project 10		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						

PROJECT DESCRIPTION		MAJOR PROJECT BENEFITS			Risk			
					Likelihood	Impact	Score	
Project 1		Project Title:	Select one major benefit					0
Start date		Project Details:						
End date								
Project 2		Project Title:	Select one major benefit					0
Start date		Project Details:						
End date								
Project 3		Project Title:	Select one major benefit					0
Start date		Project Details:						
End date								
Project 4		Project Title:	Select one major benefit					0
Start date		Project Details:						
End date								
Project 5		Project Title:	Select one major benefit					0
Start date		Project Details:						
End date								
Project 6		Project Title:	Select one major benefit					0
Start date		Project Details:						
End date								
Project 7		Project Title:	Select one major benefit					0
Start date		Project Details:						
End date								
Project 8		Project Title:	Select one major benefit					0
Start date		Project Details:						
End date								
Project 9		Project Title:	Select one major benefit					0
Start date		Project Details:						
End date								
Project 10		Project Title:	Select one major benefit					0
Start date		Project Details:						
End date								

Transport

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT			Risk		
					Likelihood	Impact	Score
Project 1		Project Title:	New Joint Passenger Transport Framework		Improved efficiency (savings)		
Start date	2015-16	Project Details:	Joint Passenger Transport Framework with neighboroughing boroughs Sutton and Kingston.		2	2	4
End date	2019-20						
Project 2		Project Title:	Benchmarking - Internal Services		Improved efficiency (savings)		
Start date	2014-15	Project Details:	To carry out benchmarking exercises on internal services to find alternative options, value for money and possible savings to client departments		2	2	4
End date	2016-17						
Project 3		Project Title:			Select one major benefit		
Start date		Project Details:					0
End date							
Project 4		Project Title:			Select one major benefit		
Start date		Project Details:					0
End date							
Project 5		Project Title:			Select one major benefit		
Start date		Project Details:					0
End date							
Project 6		Project Title:			Select one major benefit		
Start date		Project Details:					0
End date							
Project 7		Project Title:			Select one major benefit		
Start date		Project Details:					0
End date							
Project 8		Project Title:			Select one major benefit		
Start date		Project Details:					0
End date							
Project 9		Project Title:			Select one major benefit		
Start date		Project Details:					0
End date							
Project 10		Project Title:			Select one major benefit		
Start date		Project Details:					0
End 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?	Saving in 2019/20 from insurance
Which Department/ Division has the responsibility for this?	Corporate Services/ Resources

Stage 1: Overview	
Name and job title of lead officer	Paul Dale: Assistant Director of Resources
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)	CS2016-01 Reduction of £100k in the contribution to the Self Insurance fund.
2. How does this contribute to the council's corporate priorities?	It is a back office saving that protects front line services.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	This is a technical adjustment that will not impact on customers.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	None.

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 actuarial review of the required size of the reserve/provision.

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	
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	

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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?
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	Paul Dale	Signature: Paul Dale	Date:29/11/2016
Improvement action plan signed off by Director/ Head of Service	Paul Dale/ Assistant Director of Resources	Signature: Paul Dale	Date:29/11/2016

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 Housing Benefits section due to roll out of Universal Credit
Which Department/ Division has the responsibility for this?	Corporate Services/Customer Services Division

Stage 1: Overview	
Name and job title of lead officer	David Keppler, Head of Revenues and Benefits
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)	CS2016-02. Reduction of 2 FTE Benefit Officer posts - Universal Credit roll out started for all claimants in SM4 in March 2016 and full roll out for new claims for the whole borough will be completed during 2017/18. Already there has been a reduction in caseload of Housing Benefit claims and as the roll out continues the caseload will further reduce
2. How does this contribute to the council's corporate priorities?	Assists with balancing the budget
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Two members of staff maybe vulnerable to redundancy, if natural wastage cannot be used
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	None

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).

Analysis of live housing benefit caseload since January 2016 on a quarter by quarter basis
 Analysis of the reduction of housing benefit caseload for neighbouring council who have fully implemented Universal Credit in their area.
 The analysis has shown a 4.2% reduction in the housing benefit caseload (541 claims) since January 2016.
 Analysis of number of new claims processed since April 16 compared to similar period in 2015.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age			YES		Existing policies and procedures will be applied to ensure fairness.
Disability			YES		Following selection process a disabled member of staff may be vulnerable to redundancy. Existing policies and procedures will be applied to ensure fairness.
Gender Reassignment					None
Marriage and Civil Partnership					None
Pregnancy and Maternity					None
Race			YES		Following selection process a member of staff from B&ME may be vulnerable to redundancy. Existing policies and procedures will be applied to ensure fairness.
Religion/ belief			YES		Following selection process a member of staff from a particular religious background may be vulnerable to redundancy. Existing policies and procedures will be applied to ensure fairness.
Sex (Gender)			YES		Disproportionate number of females employed within the Division.

					Following selection process a member of staff from a particular gender may be vulnerable to redundancy. Existing policies and procedures will be applied to ensure fairness.
Sexual orientation			YES		Existing policies and procedures will be applied to ensure fairness.
Socio-economic status					None

Any deletion of posts, where not achieved through existing vacancies or natural wastage, will be achieved through the use of the managing change process and in full consultation with Human Resources and StaffSide.

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?
Any deletion of posts, where not achieved through existing vacancies or natural wastage, will be achieved through the use of the managing change process and in full consultation with Human Resources and StaffSide.	Use appropriate HR policy	Responses to consultation process	Dec 18	Existing	DK	

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)

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

Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	David Keppler, Head of Revenues and Benefits	Signature: David Keppler	Date: 29.11.16
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	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?	Reduction in supplies and services budget (including printing, petrol and maintenance of Mayor's car).
Which Department/ Division has the responsibility for this?	Corporate Services/ Corporate Governance/Democracy Services

Stage 1: Overview	
Name and job title of lead officer	Julia Regan, Head of Democracy 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)	CS2016-03 Proposed reduction in supplies and services budget, partly due to lower petrol and service costs following purchase of hybrid mayoral car and a reduction in printing costs for committee agendas.
2. How does this contribute to the council's corporate priorities?	Saving is consistent with business plan objectives to reduce number of supplementary agendas and reduce printing costs as well as TOM objectives to move away from print towards online publication.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Council officers and councillors will be asked to review whether they really need printed agenda papers. Savings in relation to the car will not have an impact on customers – newly purchased hybrid vehicle uses less petrol and has lower maintenance costs than previous leased car.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	None.

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).

These are savings that will be achieved through review of costs and will not have an impact on the protected characteristics. Agendas are available on the website and these comply with accessibility requirements.

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	
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	

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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?

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	Julia Regan	Signature: J Regan	Date: 28.11.16
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	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?	Reduction of front line staff following implementation of on-line transactional processes.
Which Department/ Division has the responsibility for this?	Corporate Services/Customer Services

Stage 1: Overview	
Name and job title of lead officer	Sean Cunniffe, Head of Customer Contact
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)	CS2016-07 Efficiencies to reduce cost of service associated with expansion of service and introduction of new technology
2. How does this contribute to the council's corporate priorities?	Assists with a balanced budget
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	One member of staff if vacancy has not arisen through natural wastage before implementation. No impact on service delivery.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	None

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).

Service part automated resulting in efficiency gain. No impact on service delivery. Any potential redundancy will be consulted upon and be subject to the agreed procedures in place and advice from HR.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age			Yes		Existing policies and procedures will be applied to ensure fairness.
Disability			Yes		Following selection process a disabled member of staff may be vulnerable to redundancy. Existing policies and procedures will be applied to ensure fairness.
Gender Reassignment				No	None
Marriage and Civil Partnership				No	None
Pregnancy and Maternity			Yes		Following selection process a female member of staff may be vulnerable to redundancy. Existing policies and procedures will be applied to ensure fairness.
Race			Yes		Following selection process a member of staff from B&ME may be vulnerable to redundancy. Existing policies and procedures will be applied to ensure fairness.
Religion/ belief			Yes		Following selection process a member of staff from a particular religious background may be vulnerable to redundancy. Existing policies and procedures will be applied to ensure fairness.
Sex (Gender)			Yes		Disproportionate number of females employed within the Division. Following selection process a member of staff from a particular gender

					may be vulnerable to redundancy. Existing policies and procedures will be applied to ensure fairness.
Sexual orientation			Yes		Existing policies and procedures will be applied to ensure fairness.
Socio-economic status				No	None

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?
Any redundancy may impact on one of the protected groups but will be done in accordance with agreed policy.	Any deletion of posts, where not achieved through existing vacancies or natural wastage, will be achieved through the use of the managing change process and in full consultation with Human Resources and StaffSide.	Reduction of base budget	March 2019	Existing resource	Sean Cunniffe	No

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)

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

Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	Sean Cunniffe, Head of Customer Contact	Signature: <i>Sean Cunniffe</i>	Date: 29.11.2016
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:

Equality Analysis

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

What are the proposals being assessed?	Proposed budget saving CS2016-08 which relates to the generation of income through the commercial letting of vacant office space within the Merton Civic centre to external organisations which has been assessed as not having any potential equalities impact implications.
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)	CS2016-08 relates to the generation of income through the commercial letting of vacant office space within Merton Civic centre to partner and commercial organisations. The co-location of staff from health to work within the same building as Merton colleagues will provide opportunities to improve efficiency through more integrated working that should result in improved outcomes for local residents.
2. How does this contribute to the council's corporate priorities?	The councils current target operating model for the physical locations layer is to reduce demand for office space and minimise operating costs by adopting modern flexible working practices, and to let vacant space to partner organisations in order to improve outcomes through more integrated services and also generate savings and income.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	No direct impact on Merton staff but the proposals to co-locate colleagues from health within the same building should provide opportunities to improve efficiency through integrated working that will result in improved service delivery and better outcomes for local residents.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	None.

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 considered as the proposal does not have any adverse impact on any specific groups or individuals.

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	Improve efficiency through integrated working will result in improved service delivery and better outcomes for local residents.
Disability	X			X	Improve efficiency through integrated working will result in improved service delivery and better outcomes for local residents.
Gender Reassignment					None
Marriage and Civil Partnership					None
Pregnancy and Maternity	X			X	Improve efficiency through integrated working will result in improved service delivery and better outcomes for local residents.
Race					None
Religion/ belief					None
Sex (Gender)	X			X	Improve efficiency through integrated working will result in improved service delivery and better outcomes for local residents.
Sexual orientation					None
Socio-economic status					None

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?

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: Mark Humphries	Date: 29 th November 2016
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:

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 & CSF 2016 -03
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 16-119 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

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

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.**

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:

D&BC1,2,4,5,6 Development Control - Various

What are the proposals being assessed?	Various smaller scale service changes including: Fast Track of householder planning applications (55K) , Stop Sending consultation letters on applications and erect site notices only (10k), Eliminate the Planning Duty Service (35k), Growth in PPA and Pre-app income (£50k), Deletion of 1 FTE (enforcement manager or deputy) (£45k)
Which Department/ Division has the responsibility for this?	Building and Development Control, Sustainable Communities

Stage 1: Overview	
Name and job title of lead officer	Neil Milligan Building and development Control Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The fast track service will speed up decision making on small applications and generate fee income. Instead of sending consultation letters, site notices will be erected by the case officer on site. At the moment we consult and ask for notices to be erected but there is only a statutory requirement to do one not both. The duty officer is a well-received service for residents and applicants but not a statutory one. Deleting the service will result in the loss of 1FTE. Self service will be promoted through the web site instead. PPA income growth will be promoted although this will need to be serviced by some additional resources this will also be secured through PPA contributions. The enforcement team have reduced the overall backlog of cases and with new IT improvement and service adjustments the team could potentially manage with 3 instead of 4 officers.
2. How does this contribute to the council's corporate priorities?	The proposals will require adjustments to existing services including eliminating certain aspects and enhancing others to the overall benefit of overall regeneration aspirations
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Planning applicants will be offered new service enhancements and speed of decision. The duty service will go as will the consultation letters to residents. Self service will be encouraged and facilitated instead through IT ad website improvements.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The service is relatively self-contained but impacts on a wide variety of other services that rely heavily on the service to progress their own individual aims.

Page 1 of 3

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).

There is no information presently collected on such groups using the service. Potential impacts on groups could be monitored through an action plan although this would have its own resource implications

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	service provision should be enhanced
Disability		x		x	service provision should be enhanced
Gender Reassignment		x		x	service provision should be enhanced
Marriage and Civil Partnership		x		x	service provision should be enhanced
Pregnancy and Maternity		x		x	service provision should be enhanced
Race		x		x	service provision should be enhanced
Religion/ belief		x		x	service provision should be enhanced
Sex (Gender)		x		x	service provision should be enhanced
Sexual orientation		x		x	service provision should be enhanced
Socio-economic status	x		x		Those able to afford it will potentially receive a faster service.

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?
If any identified through service level changes	Action plan to mitigate	Measuring customer feedback	2018	Additional for monitoring	Neil Milligan	no

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

Page 100

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	Neil Milligan Building and Development Control Manager	Signature:	Date: 2 nd Dec 2016
Improvement action plan signed off by Director/ Head of Service	James McGinlay Head of Service (Sustainable Communities)	Signature:	Date: 2 nd Dec 2016

D&BC3 Commercialisation of Building Control

What are the proposals being assessed?	Commercialisation of Building Control services £50k
Which Department/ Division has the responsibility for this?	Building and development Control / Sustainable Communities.

Stage 1: Overview	
Name and job title of lead officer	Neil Milligan. Building and Development Control 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)	<p>Further commercialisation of Building Control Services</p> <p>It is proposed to enhance the service to generate this additional income by increasing the market share against the approved inspectors and to provide additional services on top of those already identified in the commercialisation plans.</p>
2. How does this contribute to the council's corporate priorities?	Providing a better and additional service for customers.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	All residents and businesses are potential users of the business. This also includes schools, hospitals libraries and other public service providing functions. The additional services will benefit the council by bolstering the existing services on offer to provide a more attractive and effective service provision.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The service is relatively self-contained but impacts on a wide variety of other services that rely heavily on the service to progress their own individual aims.

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).

There is no information presently collected on such groups using the service. Potential impacts on groups could be monitored through an action plan although this would have its own resource implications

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
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		X		X	service provision should be enhanced
Disability		X		X	service provision should be enhanced
Gender Reassignment		X		X	service provision should be enhanced
Marriage and Civil Partnership		X		X	service provision should be enhanced
Pregnancy and Maternity		X		X	service provision should be enhanced
Race		X		X	service provision should be enhanced
Religion/ belief		X		X	service provision should be enhanced
Sex (Gender)		X		X	service provision should be enhanced
Sexual orientation		X		X	service provision should be enhanced
Socio-economic status		X		X	service provision should be enhanced

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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?
If any identified through service level changes	Action plan to mitigate	Measuring customer feedback	2018	Additional for monitoring	Neil Milligan	no

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	Neil Milligan (DC& BC Manager)	Signature:	Date: 2nd Dec 2016
Improvement action plan signed off by Director/ Head of Service	James McGinlay (Head of Sustainable Communities)	Signature:	Date: 2nd Dec 2016

D&BC7, D&BC8 Shared Service/Review of Service

What are the proposals being assessed?	Shared service collaboration with Kingston/Sutton (£50k), Review of service through shared service discussions (£274K)
Which Department/ Division has the responsibility for this?	Building and Development Control/ Sustainable Communities

Stage 1: Overview	
Name and job title of lead officer	Neil Milligan, Building and Development Control 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)	<p>A recent shared service formal investigation and review resulted in an agreement to collaborate with Kingston and Sutton on aspects of the service to realise savings.</p> <ul style="list-style-type: none"> 1) Shared website page development 2) Recruitment collaboration 3) application validation procedures <p>The concept allows a potential transitional and less risky move towards future shared services with Kingston and Sutton incorporating savings in 2018/9</p> <ul style="list-style-type: none"> 1) Shared Building Control, 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 (Sutton and Kingston may be doing this separately) 4) Improved efficiency and resilience with larger teams. 5) Efficiencies delivered through Mobile and flexible working arrangement rollout and other TOM improvements 6) Potential outsourcing of admin scanning functions 7) Joint recruitment strategies and shared staff during peak work periods 8) Joint web page collaboration.
2. How does this contribute to the	Designed to deliver savings and improvements to the service. Shared services are designed to reduce the

<p>council's corporate priorities?</p>	<p>overall management structure. Efficiencies delivered in areas will also result in the deletion of posts.</p>
<p>3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.</p>	<p>The potential reduction in posts may result in reduced capacity at a senior level to support the planning application process and the ability to meet targets. Staff reductions will be managed using the managing workforce change procedure. TOM objectives are planned to try and improve processes and mitigate any impact.</p>
<p>4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?</p>	<p>Sutton and Kingston Council will share the responsibility. There are no other direct service providers although residents and their associations are closely involved in the process. The service is provided for residents, businesses and developers and involves close contact with statutory consultees.</p>

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).

A full review assessment was undertaken including detailed analysis of all the performance statistics for all the participating authorities. However, there is no information presently collected on such groups using the service. Potential impacts on groups could be monitored through an action plan although this would have its own resource implications.

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	service provision could be enhanced
Disability		x		x	service provision could be enhanced
Gender Reassignment		x		x	service provision could be enhanced
Marriage and Civil Partnership		x		x	service provision could be enhanced
Pregnancy and Maternity		x		x	service provision could be enhanced
Race		x		x	service provision could be enhanced
Religion/ belief		x		x	service provision could be enhanced
Sex (Gender)		x		x	service provision could be enhanced
Sexual orientation		x		x	service provision could be enhanced
Socio-economic status		x		x	service provision could be enhanced

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?
If any identified through service level changes	Action plan to mitigate	Measuring customer feedback	2018	Additional for monitoring	Neil Milligan	no

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Neil Milligan (DC& BC Manager)	Signature:	Date: 2 nd Dec 2016
Improvement action plan signed off by Director/ Head of Service	James McGinlay (Head of Service, Sustainable Communities)	Signature:	Date: 2 nd Dec 2016

Equality Analysis

ENR1 Further Expansion of the Shared Regulatory Service

What are the proposals being assessed?	£100k budget saving associated with further expansion of the shared regulatory service
Which Department/ Division has the responsibility for this?	E&R – Public Protection

Stage 1: Overview	
Name and job title of lead officer	Paul Foster, Head of the Regulatory Services Partnership
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 incorporation of an additional local authority partner into the existing shared regulatory service. This is growth in addition to current discussions to expand the partnership.
2. How does this contribute to the council's corporate priorities?	The proposal will reduce running costs, generate income, increase service resilience and increase public protection as well as providing learning and development opportunities for staff.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Staff, service users, stakeholders and partners will benefit from an improved and more efficient service.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	We currently share regulatory services with LB Richmond. Merton is the host and lead authority.

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).

Demographic & Commercial Data			
	Population	No. of enterprises	No. of food businesses
Merton	204,600	10,920	1,792
Richmond	194,700	12,875	1,578

Stage 3: Assessing impact and analysis

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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	
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?
Not applicable	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

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

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OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Paul Foster, Head of the RSP	Signature:	Date: 06/12/2016
Improvement action plan signed off by Director/ Head of Service	John Hill, Assistant Director, Public Protection	Signature: 	Date: 06/12/2016

Equality Analysis

ENR2 Pay and Display Bays

What are the proposals being assessed?	Introduction of charging for pay and display parking by Blue Badge holders in all Council off street car parks
Which Department/ Division has the responsibility for this?	Enf & Regeneration /Public Protection/Parking and CCTV Services

Stage 1: Overview	
Name and job title of lead officer	Paul Walshe Head of Parking and CCTV 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)	To manage the demand for pay and display parking spaces in all Council off street car parks providing spaces for ad hoc users who wish to pay. Currently blue badge holders are allowed to park in pay and display spaces for free but do not have the legislative right to do so except in the designative blue badge bays.
2. How does this contribute to the council's corporate priorities?	To provide available affordable parking spaces for ad hoc users..
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Blue badge holders from within and external to the London Borough of Merton.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The responsibility is not shared with any other department.

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).

It is believed that there are sufficient capacity in On Street pay and display parking spaces for any displaced Blue Badge holders still to park for free.

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		The car parks have dedicated blue badge bays but blue badge holders can still park in On Street Pay and Display Spaces for free with no limit on time parked.
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?
Stopping of free parking of blue badge holders Council run pay and display car park	None as alternative free parking is available in Council run pay and display parking bays.	An increase in the number of blue badge holders parking on street	12 months from the date of introduction	NA	Paul Walshe	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

1. 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	Paul Walshe Head of Parking and CCTV Services	Signature:	Date: 5 th December 2016
Improvement action plan signed off by Director/ Head of Service	John Hill Head of Public Protection	Signature:	Date: 6 th December 2016

Equality Analysis

ENR3 Parking Services – Town Centre Season Tickets.

What are the proposals being assessed?	Increase in charges for town centre season tickets/permits
Which Department/ Division has the responsibility for this?	Env & Regeneration /Public Protection/Parking and CCTV Services

Stage 1: Overview	
Name and job title of lead officer	Paul Walshe Head of Parking and CCTV 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)	To reduce demand and increase travel by a more sustainable travel method
2. How does this contribute to the council's corporate priorities?	To improve the health of the Community.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Resident, non residents who wish to purchase a parking permit
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The responsibility is not shared with any other department. The section will work closely with the Shared Regulatory Service Pollution Team when implementing the proposal.

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 legislative requirement and the LB Merton policy on free parking for blue badge holders.

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	
Disability		X		X	This will not affect Blue Badge holder as free parking is provided.
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		This may affect some people who are unable to fund the proposed increase in charges.

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?
Increase in charges	None as the purpose is to manage (reduce) demand	The numbers of permits/season tickets purchased for town centre car parks is reduced.	12 months from the introduction of changes.	NA	Paul Walshe	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.

Page 176 Stage 4: Conclusion of the Equality Analysis

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	Paul Walshe Head of Parking and CCTV Services	Signature:	Date: 5 th Dec 2016
Improvement action plan signed off by Director/ Head of Service	John Hill Head of Public Protection	Signature:	Date: 6 th Dec 2016

Equality Analysis

ENR4 Monitoring of CCTV - Businesses

What are the proposals being assessed?	Due to the recent investment in the public space CCTV infrastructure visit businesses to offer the services of the team in protecting and improving their businesses.
Which Department/ Division has the responsibility for this?	Env & Regeneration /Public Protection/Parking and CCTV Services

Stage 1: Overview	
Name and job title of lead officer	Paul Walshe Head of Parking and CCTV 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)	To offer the Public Space and CCTV Services of the Council to our existing and new Partners/Businesses.
2. How does this contribute to the council's corporate priorities?	To provide available affordable CCTV services with the aim to reduce crime and generate efficiencies.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Partners and external Businesses.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The responsibility is not shared with any other department but we will work closely with our colleagues in safer Merton.

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 improvements in our services due to recent investment in the CCTV infrastructure.

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	Paul Walshe Head of Parking and CCTV Services	Signature:	Date: 5 th December 2016
Improvement action plan signed off by Director/ Head of Service	John Hill Head of Public Protection	Signature:	Date: 6 th December 2016

ENR5 Deletion of one Senior Management Post

What are the proposals being assessed?	Delete 1 Senior Management post from Transport
Which Department/ Division has the responsibility for this?	E&R

Stage 1: Overview	
Name and job title of lead officer	Rachel Mawson Transport Services Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>The current role of the Transport Services Manager is to coordinate the many strands of the current Transport Operation, provide Strategic Planning and Guidance for all transport operations and also to act as Transport Manager and hold the Operator's Licence and prime responsibility for the safe and legal operation of the HGV vehicles.</p> <p>Following the restructure of transport as a result of Phase C and the Transport Review Board proposals, the current structure of Transport Services will be fragmented during 2017:</p> <ul style="list-style-type: none"> The Operator's' Licence and responsibilities for the safe and proper operation of the HGV Fleet will transfer in April 2017 to new contractors as part of the Phase C outsourcing of Waste Services. The Passenger Transport Commissioning function, which includes the commissioning of Taxis, will be transferred to CSF. The Fleet Management function, which includes the procurement of vehicles and the management and funding of the Retained Fleet, will probably be transferred to the Contract Management function of E&R. The management structure and placement of the remaining Passenger Transport fleet has yet to be resolved. <p>Thus there will no longer be a requirement for a dedicated Transport Manager with responsibility for the Operators Licence, or for a Senior Manager to coordinate and provide strategic planning and guidance for the combined functions of the current Transport Services. These functions will either be no longer required, or will be delegated to managers within the new host teams.</p>
2. How does this contribute to the council's corporate priorities?	Reduces head count. Flattens structure.

3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	All vehicle using units and teams remaining within LBM. Impact will be negligible once unit has been dispersed.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Responsibility will lie solely within E&R

Stage 2: Collecting evidence/ data

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

Business plans and structure proposals for E&R post Phase C.
Minimal impact on 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		Senior Management roles are often held by an older person.
Disability					No areas for concern
Gender Reassignment					No areas for concern
Marriage and Civil Partnership					No areas for concern
Pregnancy and Maternity					No areas for concern
Race					No areas for concern
Religion/ belief					No areas for concern

Sex (Gender)			x		Area of work is a traditionally male dominated field.
Sexual orientation					No areas for concern
Socio-economic status					No areas for concern

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?
Age - Loss of a role usually held by an older person	this will be mitigated by monitoring the workforce profile and using the managing change process and/or future recruitment within the division to balance as far as reasonably possible the profile to reflect the organisation's goals.	Achievement of organisation's target	2018/19	existing	R Mawson	
Gender - Area of operation is traditionally male dominated; current post holder is female.	this will be mitigated by monitoring the workforce profile and using the managing change process and/or future recruitment within the division to balance as far as reasonably possible the profile to reflect the organisation's goals	.Achievement of organisation's target	2018/19	existing	R Mawson	

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)

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 Transport Services Manager	Signature:	Date: 23/11/16
Improvement action plan signed off by Director/ Head of Service	Cormac Stokes Head of Street Scene and Waste	Signature:	Date: 2 nd Dec 2016

3087

ENR6 Wider Department restructure

What are the proposals being assessed?	Restructure across all levels of staff within the wider Waste and Street Cleansing support services . Taking into account synergies with Leisure and Green Spaces.
Which Department/ Division has the responsibility for this?	E&R – Street Scene & Waste

Stage 1: Overview	
Name and job title of lead officer	Cormac Stokes, Head of Street Scene & Waste
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>Following contract award in (Dec2016) To undertake a review of the administration services with the aim of moving from a support function towards a commercialized commissioning and clienting service post Phase C</p> <p>The areas in scope of Phase C procurement cover a number of environmental services as part of the South London Waste Partnership (SLWP) This will include</p> <ul style="list-style-type: none"> Waste Collection and recycling Commercial waste Street Cleaning Winter Maintenance Vehicle Maintenance <p>Indirectly Leisure and Green Spaces will be impacted as In scope of this review.</p>
2. How does this contribute to the council's corporate priorities?	To provide robust commercial acumen and identify areas of further savings.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>The current proposal is for the procurement to provide the same level of service minimising any impact on residents</p> <p>The staff delivering these universal service are directly impacted and may be required to transfer to a new provider under full TUPE regulations</p> <p>The staff that remains with the council will be required to adapt to changing roles and</p>

	responsibilities.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	This project has a direct impact on two main areas. Street Scene / waste – Cormac Stokes There are indirect links to Parks and Green Spaces –James McGinlay

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.

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

1.
Staffing levels will reduce. The managing workforce change policy will be used to mitigate any negative 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)

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

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

Stage 5: Improvement Action Pan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome 2 Assessment
The scope of the procurement is to ensure that there are no changes to the current service provision currently provided by the in house service. Any proposed changes by the bidders through competitive dialogue which impact on the current provision will require cabinet approval and an additional Impact assessment completed. Staffing levels will reduce. The managing workforce change policy will be used to mitigate any negative impact.

Stage 7: Sign off by Director/ Head of Service

Assessment completed by	Charles Baker	Signature:	Date: 02/12/2016
Improvement action plan signed off by Director/ Head of Service	Cormac Stokes	Signature:	Date: 02/12/2016

ENR7 Shared Fleet Services

What are the proposals being assessed?	Shared Fleet services function with LB Sutton
Which Department/ Division has the responsibility for this?	E&R

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)	LBM will require Fleet Management services for the Retained Fleet. The proposal is to provide fleet management services for Sutton for their Retained Fleet, thereby sharing services, reducing costs and increasing income to LBM.
2. How does this contribute to the Council's corporate priorities?	Additional income, shared services and reduced costs.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	All vehicle using units and teams remaining within LBM and Sutton post Phase C.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	It is as yet unclear where the retained fleet management service will sit post Phase C, but it is anticipated that it will remain within E&R

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).

Business plans and structure proposals for E&R post Phase C.
No anticipated impact on 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)?

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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					No areas for concern
Disability					No areas for concern
Gender Reassignment					No areas for concern
Marriage and Civil Partnership					No areas for concern
Pregnancy and Maternity					No areas for concern
Race					No areas for concern
Religion/ belief					No areas for concern
Sex (Gender)					No areas for concern
Sexual orientation					No areas for concern
Socio-economic status					No areas for concern

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?

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	Rachel Hargreave Mawson Transport Services Manager	Signature:	Date: 23/11/16
Improvement action plan signed off by Director/ Head of Service	Cormac Stokes	Signature:	Date: 2nd Dec 2016

Equality Analysis

ENR8 Increased Income from Rent Reviews

What are the proposals being assessed?	Increased income from rent reviews
Which Department/ Division has the responsibility for this?	Environment & Regeneration Dept. 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)	Increase in income from rent reviews of non-operational properties.
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.

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)?

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason
	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	Signature:	Date: 2 nd Dec 2016
Improvement action plan signed off by Director/ Head of Service	James McGinlay. Head of Sustainable Communities	Signature:	Date: 2 nd Dec 2016

Equality Analysis

ENR9 Increased Level of Enforcement Activity

What are the proposals being assessed?	- Increase the level of enforcement activity for environmental offences ensuring that the service is cost neutral.
Which Department/ Division has the responsibility for this?	E&R – Street Scene & Waste

Stage 1: Overview	
Name and job title of lead officer	Cormac Stokes, Head of Street Scene & Waste
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 maintain the current in house enforcement team (£250k operational budget) and ensure the level of Fixe Penalty Notices (FPN) issued cover the operational cost of providing the service.
2 How does this contribute to the Council's corporate priorities?	Increasing revenue, reducing the level of street litter, improving the image of the public realm.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The 'in house 'enforcement team.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No, The service will continue to be managed as part of the current Street Scene Service.

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. Litter is the number one concern of our residents

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		✓		✓	

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

1.
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.**

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 1
The scope of the procurement is to ensure that there are no changes to the current service provision currently provided by the in house service. Any proposed changes by the bidders through competitive dialogue which impact on the current provision will require cabinet approval and an additional Impact assessment completed.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Charles Baker	Signature:	Date: 2 nd Dec 2016
Improvement action plan signed off by Director/ Head of Service	Cormac Stokes	Signature:	Date: 2 nd Dec 2016

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?	Budget saving CH 70 Home Care re-commissioning - With additional investment into the service we plan a full implementation of new Home Care contracts in second full year, transferring all legacy spot placements and incentivising providers to reduce packages of care.
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Which Department/ Division has the responsibility for this?	Community & Housing / Adult Social Care - Commissioning
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Stage 1: Overview

Name and job title of lead officer	Richard Ellis, Interim Head of Commissioning
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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 home care contracts are due to be re-commissioned during 2017 as the current framework contract expires. The current contract has not been working effectively, with providers exiting due to inflexibility and fixed prices. As a result a significant amount of care is spot purchased on a wide range of rates. The new contracts will be procured at a price that is sustainable for the sector and affordable to the council. As a result, once fully implemented packages of care on higher rates will be transferred to the newly appointed providers, generating a saving to the council of c £400k pa.
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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.
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3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Users of Home Care services will be affected by the proposals. The impact should be mainly beneficial with improved access to carers and better reliability and quality of care. Some service user may have to move their existing care agency to a new agency. The new contracts will aim to promote good employment practice, including appropriate training and development, and so should be beneficial to the external care workforce. The council will be offering a better service to vulnerable people, will have greater assurance on quality and reliability and will save on higher spot purchase fees.
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4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The responsibility is shared with the appointed care agencies, as care providers and as employers.
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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).

We have reviewed service user data, current patterns of usage, volumes of business by area and qualitative data including complaints.

This showed that the service predominantly supports disabled, vulnerable and older people as major users of the service. Women are also the major part of the workforce. The current pattern of contracts means that care workers are often under-employed and travel unnecessary distances to clients. The new arrangements will enable a rationalisation of care rounds, which will improve reliability and reduce care worker travel time.

The evidence, including complaints, showed that the new service needs to be able to ensure greater reliability of delivery to these service users, otherwise they are disadvantaged. The service design has a strong emphasis on quality and reliability. Quality will represent 100% of the contract evaluation.

Stage 3: Assessing impact and analysis

9. 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		The new contracts should improve quality of service, but users may have to switch provider which can be disruptive
Disability	x		x		The new contracts should improve quality of service, but users may have to switch provider which can be disruptive
Gender Reassignment	x			x	The consolidation of work should enable better training and assignment of appropriate care workers
Marriage and Civil Partnership		x		x	
Pregnancy and Maternity		x		x	
Race		x		x	
Religion/ belief	x			x	The consolidation of work should enable better training and assignment of

					appropriate care workers
Sex (Gender)	x			x	The workforce is predominantly female, who should benefit from better employment practice.
Sexual orientation	x			x	The consolidation of work should enable better training and assignment of appropriate care workers
Socio-economic status	x			x	The new contracts will better enable us to ensure that care workers are properly rewarded and given opportunities to develop

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?
Some service users may have to change providers which can be disruptive	The transfer of existing packages of care will happen gradually and over time to ensure safe and appropriate transfer and to minimise disruption to service users. No deadline will be set	By careful monitoring of the transfers with providers	Dec 2018	Existing	Godfrey Luggya	

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)

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.

OUTCOME 4

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	Richard Ellis, Interim Head of Commissioning	Signature: Richard Ellis	Date: 29.11.15
Improvement action plan signed off by Director/ Head of Service	Simon Williams, Director of Community and Housing	Signature: Simon Williams	Date: 29.11.15

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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?	Merton Arts Space Income – CH67
Which Department/ Division has the responsibility for this?	Community & Housing / Library, Heritage & Adult Education Service

Stage 1: Overview	
Name and job title of lead officer	Anthony Hopkins, Head of Library, Heritage & Adult Education Service
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>Merton Arts Space is a new multi-use space at Wimbledon Library that has been developed with an Arts Council grant with the aim of increasing engagement amongst residents with arts and libraries. The grant enabled the space to be enhanced as library space during normal opening hours and to be used for arts and cultural activities outside of normal opening hours.</p> <p>Part of the project and the sustainability of the space is to generate income from private use of the space by arts and other organisations. The proposal included for 2019/20 provides some estimates from additional income to be generated from the space through arts and commercial lettings.</p>
2. How does this contribute to the council's corporate priorities?	<p>This proposal contributes towards the following corporate priorities:</p> <ul style="list-style-type: none"> • Work to support by economic growth, by increasing skills • Work to increase economic growth • Value for money
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>Wimbledon Library has over 461,000 customer visits per annum (source 2015/16 CIPFA data). In the first 6 months of running activities in Merton Arts Space there have been 24,423 audience members who have engaged with arts activities with 2,522 participants in the activities and 123 artists used.</p> <p>This proposal should not affect the existing use of the space by library customers or arts organisations but will mean the space will be available more for out of hours private bookings.</p>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	<p>Merton Arts Space is managed by the Library, Heritage & Adult Education Service. The project has been delivered in collaboration with a number of local arts and community groups including Wimbledon College of Art, Attic Theatre Company, Merton Music Foundation, Love Wimbledon and over 60 other local organisations. This collaborative approach to the use and management of the space is proposed to continue and will focus to a greater extent on generating income to ensure the long term sustainability of the</p>

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space and to achieve ongoing savings.

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 mid-evaluation report to Arts Council England and the original bid documents have been used to ensure that the equalities considerations in the original application are addressed through these proposals. Data that has also been used includes:

- Library customer data including visitor numbers, active users and stock issues.
- Census information.

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 project aims to increase engagement amongst all protected characteristics with arts and libraries. The income generated will ensure that the new service is sustainable and will continue to deliver a diverse range of activities whilst drawing in commercial income where possible.
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?
N/A	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	Anthony Hopkins / Head of Library, Heritage & Adult Education Service	Signature: Anthony Hopkins	Date: 29/11/2016
Improvement action plan signed off by Director/ Head of Service	Simon Williams / Director of Community & Housing	Signature: Simon Williams	Date: 29/11/2016

AUTUMN STATEMENT 2016

The new Chancellor of the Exchequer, Philip Hammond, delivered his first Autumn Statement On 2016. Following the result of the referendum to leave the European Union, the Statement announced that this presents both new opportunities and new challenges but “in the near term, the UK’s economic outlook has become more uncertain.”

UK Economy

“The Office for Budget Responsibility (OBR) forecasts that GDP growth will slow to 1.4% in 2017, and then recover to 1.7% in 2018, 2.1% in both 2019 and 2020, and 2.0% in 2021. The OBR expects lower business investment and household spending to weigh on GDP in the near term.”

Key Economic & Fiscal Indicators

	2015	2016	2017	2018	2019	2020	2021
Gross domestic product (GDP) (%)	2.2	2.1	1.4	1.7	2.1	2.1	2.0
Public sector net borrowing (£bn)	76.0	68.2	59.0	46.5	21.9	20.7	17.2
Public sector net borrowing (deficit % of GDP)	4.0	3.5	2.9	2.2	1.0	0.9	0.7
Public sector net debt (% of GDP)	84.2	87.3	90.2	89.7	88.0	84.8	81.6
LFS unemployment (% rate)	5.4	5.0	5.2	5.5	5.4	5.4	5.4
Employment (millions)	31.3	31.7	31.8	31.9	32.0	32.2	32.3
CPI Inflation (%)	0.0	0.7	2.3	2.5	2.1	2.0	2.0

Source: H.M.Treasury – Autumn Statement 2016; OBR - Economic & Fiscal Outlook, November 2016

Public finances and fiscal policy

“The OBR’s forecast for the public finances shows a deterioration since Budget 2016, due to disappointing tax revenues over the first half of this year, a weaker economic outlook weighing on receipts from income taxes, and higher spending by local authorities, public corporations, and on welfare benefits. Compared with the OBR’s Budget 2016 forecast, borrowing is higher in every year of the forecast and £32 billion higher in 2020-21. Debt peaks at over 90% of GDP in 2017-18 due to a combination of higher borrowing, lower asset sales, and the impact of the Bank of England’s monetary policy operations.”

Public Spending

“With the deficit still sizeable, control of public spending and delivery of efficiencies is vital. The government is committed to the overall plans for departmental resource spending set out at Spending Review 2015. In the Autumn Statement, new spending initiatives, with the exception of the National Productivity Investment Fund (NPIF), have been fully funded.”

Departmental Expenditure Limits

“Budget 2016 set out that departmental resource spending will continue to grow with inflation in 2020-21. Departmental spending will also grow with inflation in 2021-22. The government will meet the commitments on public spending set out for this Parliament: including commitments to priority public services, to international development and defence, and to pensioners. The government will continue to constrain public spending in the next Parliament to reach a balanced budget and live within its means. The commitments it is able to make on protecting public spending priorities in the next Parliament will need to be determined in light of evolving prospects for the fiscal position. The government will do this at the next Spending Review.”

Table 1.5 (Autumn Statement): Total Managed Expenditure^{1,2} (in £ billion, unless otherwise stated)

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Current expenditure	370.2	386.9	400.3	407.2	421.1	439.8
Resource AME						
Resource DEL excluding depreciation	309.0	304.2	306.3	305.6	311.5	317.6
Ring-fenced depreciation	20.6	21.9	22.8	23.3	21.9	22.8
Total public sector current expenditure	699.8	713.0	729.4	736.2	754.5	780.1
Capital expenditure	26.6	26.7	25.8	27.3	30.4	32.0
Capital AME						
Capital DEL	52.3	57.2	59.2	60.2	70.6	74.2
Total public sector gross investment	79.0	84.0	85.1	87.5	101.1	106.3
Total managed expenditure	778.8	797.0	814.5	823.7	855.6	886.4
<i>Total managed expenditure (% of GDP)</i>	<i>39.9%</i>	<i>39.8%</i>	<i>39.1%</i>	<i>38.0%</i>	<i>38.0%</i>	<i>37.8%</i>

The Chancellor signalled no changes in ring-fencing of protected departments nor in the pensions triple lock during this Parliament but suggested that these would need to be looked at before the next Parliament

National Productivity Investment Fund (NPIF)

The government prioritised capital spending at Spending Review 2015 and is now setting out plans to go further. The Autumn Statement announces a new NPIF which will be targeted at 4 areas that are critical for improving productivity: housing, transport, digital communications, and research and development (R&D). The NPIF will provide for £23 billion of spending between 2017-18 and 2021-22.

Table 3.1 (Autumn Statement): National Productivity Investment Fund (£ million)¹

	2017-18	2018-19	2019-20	2020-21	2021-22 ⁴
Housing					
Accelerated construction	285	635	665	380	*
Affordable housing ²	1,120	1,125	880	340	*
Housing Infrastructure Fund	60	300	945	1,425	*
Transport					
Roads and local transport	365	500	430	650	*
Next generation vehicles	75	100	110	115	*
Digital railways enhancements	30	55	165	285	*
Cambridge-Milton Keynes-Oxford corridor	5	135	0	0	*
Digital Communications³					
Fibre and 5G investment	25	150	275	290	*
Research and Development					
Research and Development funding	425	820	1,500	2,000	*
Total	2,390	3,820	4,970	5,485	7,000

¹ Figures represent the total costs associated with the funding allocations announced at the Autumn Statement, including the impact on Devolved Administration budgets through the application of the Barnett formula.

² The affordable housing line includes the impact on Housing Association spending of £1.4 billion extra capital grant from central government to fund 40,000 new homes, and introducing tenure flexibility across the Affordable Homes Programme.

³ Figures show PSGI impact of policies only, and do not include funding for the Digital Infrastructure Investment Fund.

⁴ Capital budgets have not yet been set for 2021-22. Allocation of the £7 billion will be made in due course alongside wider capital budgets.
Source: HM Treasury.

Housing

The government will publish a Housing White Paper shortly, setting out a comprehensive package of reform to increase housing supply and halt the decline in housing affordability. In the Autumn Statement the Chancellor announced a £2.3bn Housing Infrastructure Fund to build 100,000 new houses in areas of high demand. Funded by a new National Productivity Investment Fund (NPIF) and allocated to local government on a competitive basis it is intended to “provide infrastructure targeted at unlocking new private house building in the areas where housing need is greatest”

Affordable homes – the government will relax restrictions on grant funding to allow providers to deliver a mix of homes for affordable rent and low cost ownership, to meet the housing needs of people in different circumstances and at different stages of their lives. The NPIF will provide an additional £1.4 billion to deliver an additional 40,000 housing starts by 2020-21.

Affordable housing settlement - The government confirmed the GLA’s affordable housing settlement will be £3.15 billion, to deliver over 90,000 housing starts by 2020-21.

Right to Buy – The government will fund a large-scale regional pilot of the Right to Buy for housing association tenants. Over 3,000 tenants will be able to buy their own home with Right to Buy discounts under the pilot.

Business Rates

- The Government’s preferred option for the Transitional Relief scheme has been confirmed – with the cap for large businesses being reduced from 45% to 42% in 2017-18 and from 50% to 32% in 2018-19. This benefits London businesses by £46 million in 2017-18 and £33 million in 2018-19 (against aggregate increases of around £1.1 billion a year).
- 100% relief announced for new full-fibre infrastructure for a 5 year period from 1 April 2017.
- Rural rate relief will double to 100% from 1 April 2017.
- Government reconfirmed the Business tax road map – including reducing business rates by £6.7 billion over the next 5 years (previously announced at Budget 2016).

Public Spending and Welfare

The Government remains committed to delivering overall spending plans set at Spending Review 2015. All new announcements in the Autumn Statement, apart from the NPIF, are fully funded. The government intends to deliver the welfare savings already identified but has no plans to introduce further welfare savings measures in this Parliament beyond those already announced.

Universal Credit taper – From April 2017, the taper rate that applies in Universal Credit will be reduced from 65% to 63%. The Government estimates that 3 million households will benefit from this change.

Local Housing Allowance (LHA) rates in social housing

The implementation of the cap on Housing Benefit and LHA rates in the social rented sector will be delayed by 1 year, to April 2019. The cap will be applied to all supported housing tenancies from April 2019, and the government will provide additional funding to Local Authorities, so that they can meet the additional costs of supported housing in their area. For general needs housing, the cap will now apply from April 2019 for all tenants on Universal Credit, and to Housing Benefit tenants whose tenancies began or were renewed since April 2016.

Employment

National Living Wage and National Minimum Wage rates – Following the recommendations of the independent Low Pay Commission, the Government will increase the National Living Wage (NLW) by 4.2% from £7.20 to £7.50 from April 2017. This is estimated to mean a pay rise for over a million workers.

Off-payroll working rules – the Government confirmed it will reform the offpayroll working rules in the public sector from April 2017 by moving responsibility for operating them, and paying the correct tax, to the body paying the worker’s company. The 5% tax-free

allowance will be removed for those working in the public sector, reflecting the fact that workers no longer bear the administrative burden of deciding whether the rules apply.

Local infrastructure

The Government will award £1.8 billion to Local Enterprise Partnerships (LEPs) across England and £492 million of this will go to London and the south east. Awards to individual LEPs will be announced in the coming months. This funding of local infrastructure will improve transport connections, unlock house building, boost skills, and enhance digital connectivity. The government will also consult on lending local authorities up to £1 billion at a new local infrastructure rate of gilts + 60 basis points for three years to support infrastructure projects that are high value for money.

Flood defence and resilience

The government will invest £170 million in flood defence and resilience measures. £20 million of this investment will be for new flood defence schemes, £50 million for rail resilience projects and £100 million to improve the resilience of roads to flooding.

English devolution

The Government will transfer to London, and to Greater Manchester, the budget for the Work and Health Programme, subject to the two areas meeting certain conditions, including on co-funding. The government has also confirmed the Greater London Authority's (GLA) affordable housing settlement, under which the GLA will receive £3.15 billion to deliver over 90,000 housing starts by 2020-21, and will devolve the adult education budget to London from 2019-20 (subject to readiness conditions). The government will continue to work with London to explore further devolution of powers over the coming months.

Potential Impact on Local Government Funding

In their summation of the Autumn Statement, London Councils concluded that "It is not expected that the policy changes announced will impact on local government funding. The final 2016-17 Local Government finance settlement set out four year funding allocations for local government in February. The £3.5 billion of additional public spending reductions from the "departmental efficiency review" announced in the Spending Review will report in 2018. The government has indicated that £1 billion of this will be reinvested to support "priority areas", but this will not impact on local government funding.

DEPARTMENT: Children, Schools and Families

Panel	Ref	Description of growth	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Type of Growth (see key)
C&YP		<p>Description - Demographic pressures and new burdens growth Due to the increasing demographic growth as well as increased and new burdens on children social care and services to vulnerable children, there are a range of service and staffing pressures on CSF. It is intended through the growth process to right-size a number of these burdens whilst we continue to exercise strong demand management, ensuring a careful balance between quality and volume.</p> <p>Service Implications</p> <p>Staffing Implications In order to maintain safe caseloads and adhere to regulatory requirements, we will need to increase social work casework and related posts. We estimating an additional 11 posts at an annual cost of c£500k.</p> <p>Business Plan implications The demand issues are covered in CSFs four TOM documents as well as in divisional and service plans.</p> <p>Impact on other departments We will continue to work with Corporate Services and other departments on any cross-cutting issues.</p> <p>Equalities Implications We will use the Council's agreed HR policies and procedures for restructuring and employing new staff and will complete EAs where appropriate.</p> <p>TOM Implications The demand issues are covered in CSFs four TOM documents as well as in divisional and service plans.</p>	1,000	500	500	500	GP1
		Total	1,000	500	500	500	

Type of Growth Key

GI1	Income: Decrease due to fall in demand for service
GI2	Income: Decrease due to reduction/deletion of service
GS1	Staffing: increase in level of service
GS2	Staffing: New service
GNS1	Non - Staffing: increase in level of service
GNS2	Non - Staffing: New service
GP1	Addition to Procurement / Third Party arrangements
GPROP	Increase in Property Related costs

Panel

C&YP	Children & Young People
CC	Corporate Capacity
HC&OP	Healthier Communities & Older People
SC	Sustainable Communities

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2017/18

Panel	Ref	Description of growth		2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Type of Growth (see key)
	ERG1	Service/Section Description Service Implication	Future Merton Morden & Wimbledon regeneration To deliver projects that will be transformational to the borough and the council: FutureWimbledon Morden town centre; maximise benefits for the council from transforming the way we work, operate and deliver services, including the reprocurement of the Highways contract.	757	157	(150)		GS1
		Staffing Implications	Will mitigate some previously agreed employee savings to allow delivery of services and consultancy income.					
		Business Plan implications	Positive - will generate income and revenue savings for the council that reduces pressure on council tax and government grants.					
		Impact on other departments	Positive					
		Equalities Implications	None					
		TOM Implications	Enable delivery of FutureMerton TOM					
Page 213	ERG2	Service/Section Description Service Implication	Waste Services Waste Disposal Costs To ensure the disposal cost of all waste streams is contained within the revenue allocation.	825	65	35		GP1
		Staffing Implications	None					
		Business Plan implications	To be assessed following service changes and mobilisation of new waste collection contracts.					
		Impact on other departments	None					
		Equalities Implications	None - no impact on staff or residents.					
		TOM Implications	Consistent with TOM implications in managing our waste disposal cost, minimising waste and increasing recycling will remain the priority.					
Total				1,582	222	(115)	0	

Type of Growth Key

G11	Income: Decrease due to fall in demand for service
G12	Income: Decrease due to reduction/deletion of service
GS1	Staffing: increase in level of service
GS2	Staffing: New service
GNS1	Non - Staffing: increase in level of service
GNS2	Non - Staffing: New service
GP1	Addition to Procurement / Third Party arrangements
GPROP	Increase in Property Related costs

Panel

C&YP	Children & Young People
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DEPARTMENT: C&H Service Department

Panel	Ref	Description of growth	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Type of Growth (see key)
HC&OP		<p>Description - Service Implications</p> <p>New Growth for Adult Social Care placements budgets The adult services placement budget has been under pressure for some time. This has been managed within resources until 2014/15, and the position has worsened in 2016/17. The main causes of this pressure are increased complexity of care needs for those entering the care system, the steady growth of adults with complex physical and learning disabilities and increased costs of care. The costs of care have been driven by a number of factors including the National Living Wage, scarcity of labour and competition with private fee payers. The growth brings the placements budget back into line with forecast expenditure necessary to meet the needs of those eligible for local authority funded care. The service will be better placed to continue to meet peoples needs in challenging care markets and continue to push for improvement in the quality of care.</p> <p>Staffing Implications N/A Business Plan implications The growth will enable the service to meet its business plan. Impact on other departments N/A</p> <p>Equalities Implications Adult Social Care supports vulnerable people, of whom a significant proportion have protected characteristics. The growth in the placements budget will secure the service's ability to support people who might be disadvantaged.</p> <p>TOM Implications The growth is consistent with the Target Operating Model, and will enable the service to meet its ambitions and take forward projects to innovate, contain long term demand and improve care.</p>	8,045	252	(2,891)	0	GP1
HC&OP		<p>Description - Service Implications</p> <p>Reduction in income target for Adult Social Care placements Most adult social care is means tested. In the last two years the amount of client income received has fallen. Income was £1m less than expected in 2015/16 and is currently projected to be £1.3m short in 2017/18. Putting the budget right supports the placements budget, of which it is part, and thus supports the on-going delivery of services to people who are eligible for local authority funded care.</p> <p>Staffing Implications N/A Business Plan implications The growth will enable the service to meet its business plan. Impact on other departments N/A</p> <p>Equalities Implications Adult Social Care supports vulnerable people, of whom a significant proportion have protected characteristics. The growth in the placements budget will secure the service's ability to support people who might be disadvantaged.</p> <p>TOM Implications The growth is consistent with the Target Operating Model, and will enable the service to meet its ambitions and take forward projects to innovate, contain long term demand and improve care.</p>	1,300	0	0	0	GI2
Total			9,345	252	(2,891)	0	