

# Merton Council Overview and Scrutiny Commission



Date: 25 November 2014

Time: 7.15 pm

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

## AGENDA

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

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## Overview and Scrutiny Commission membership

### Councillors:

Peter Southgate (Chair)  
Peter McCabe (Vice-Chair)  
Hamish Badenoch  
John Dehaney  
Brenda Fraser  
Suzanne Grocott  
Jeff Hanna  
Russell Makin  
Oonagh Moulton  
Dennis Pearce

### Substitute Members:

Abigail Jones  
John Sargeant  
David Simpson CBE  
David Williams  
Peter Walker

### Co-opted Representatives

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

### Note on declarations of interest

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

### What is Overview and Scrutiny?

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

Scrutiny's work falls into four broad areas:

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

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

For more information, please contact the Scrutiny Team on 020 8545 3864 or by e-mail on [scrutiny@merton.gov.uk](mailto:scrutiny@merton.gov.uk). Alternatively, visit [www.merton.gov.uk/scrutiny](http://www.merton.gov.uk/scrutiny)



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

## OVERVIEW AND SCRUTINY COMMISSION

7 OCTOBER 2014

(19.15 - 21.45)

**PRESENT:** Councillors Councillor Peter Southgate (in the Chair), Councillor Peter McCabe, Councillor Hamish Badenoch, Councillor John Dehaney, Councillor Brenda Fraser, Councillor Suzanne Grocott, Councillor Jeff Hanna, Councillor Russell Makin, Councillor Dennis Pearce, Councillor David Simpson (substitute for Councillor Oonagh Moulton) and co-opted member Denis Popovs

**ALSO PRESENT:** Chief Superintendent David Palmer, Claire Cuffie (Anti-Social Behaviour Supervisor & temporary CCTV Manager), Sophie Ellis (Assistant Director of Business Improvement), Chris Lee (Director of Environment and Regeneration) and Julia Regan (Head of Democracy Services)

### 1 DECLARATIONS OF PECUNIARY INTEREST - SEE NOTE OVERLEAF (Agenda Item 1)

None.

### 2 APOLOGIES FOR ABSENCE (Agenda Item 2)

Apologies were received from Councillor Oonagh Moulton (substituted by Councillor David Simpson) and from co-opted members Simon Bennett, Peter Connellan and Colin Powell.

### 3 MINUTES OF THE MEETING HELD ON 8 JULY 2014 (Agenda Item 3)

Agreed.

There were no matters arising.

### 4 POLICING IN MERTON (Agenda Item 4)

Chief Superintendent David Palmer attended on behalf of the Borough Commander. He provided a verbal response to written questions that had been sent to the Borough Commander in advance of the meeting. The questions and answers are set out below.

Q1) What are his views on how the Controlled Drinking Zone (CDZ) is working and what could be done to improve it.

Response – this is a helpful and effective power, particularly when used in conjunction with dispersal zones. Much of its use has been focussed on tackling

street drinking in Mitcham. The Police are working with the Council to ensure the provision of more permanent signage as the temporary signs have been removed by some members of the public.

Q2) What percentage of crime is committed in each of the three districts and what percentage of police manpower is allocated to each?

Response – 41% Mitcham, 28% Morden, 31% Wimbledon. However the type of crime varies in different part of the borough so caution should be exercised in comparing crime rates. The question on manpower is addressed in the response to question 7 below..

Q3) Is most crime committed within 200m of Wimbledon Broadway? Would he like to see a town centre police team to focus on that area?

Response – about 7% of all crime is committed in Wimbledon town centre.. A large proportion of this is shoplifting and low level disorder. A “homebeat” of two officers has recently been created for the town centre to provide permanence and facilitate effective working with local businesses. In an ideal world a town centre police team would be helpful but it is not a priority within current resources.

Q4) Given the need to make significant financial savings, what is the value of each of the two largest police stations in the borough?

Response – the Borough Commander does not have this information. Responsibility for buildings lies with the Mayor's Office for Policing And Crime (MOPAC).

Q5) What is the plan for the buildings that the police have vacated?

Response – there are no plans to vacate Wimbledon or Mitcham police station. Other buildings are leased and so, if and when vacated for efficiency reasons, would no longer be used by the police.

Q6) How is the new neighbourhood policing model working? Is it an effective model? Please base these responses on evidence and state what evidence has been used to support your views.

Response – there have been some teething problems but performance, as measured by the MOPAC indicators, has been exceptionally good. There has been a significant influx of new officers to the boroughs, the training of whom plus increased counter terrorism activity has lead to a significant reduction in the number of officers on normal duties. Police visibility has therefore been lower but will be greater again by the end of October, which will hopefully impact positively on public confidence in the police.

Q7) Where and how are officers being deployed across the borough?

Response – there are 332 police officers deployed in Merton. Deployment is demand led, with decisions made that balance between the volume, severity and impact of the various types of crime on the community. Numbers fluctuate but roughly 125 officers work in response teams, working 24/7 to respond to emergency calls and carry out other duties as required. About 123 are in local policing teams across the borough, patrolling in each ward (1 “homebeat” and one PCSO in each) and dealing with low level calls, appointments, problem solving and follow up work. There are 69 CID officers who investigate crime. The remainder are in the control room, back office functions, senior management and miscellaneous roles.

Q8) How frequently are officers pulled out of the borough and for what reasons?

Response – this varies, affecting about 1200 officer days in January-June 2014. Reasons include major sporting events, political events, public order and counter terrorism activities.

In response to an additional question, David Palmer said that court attendance by the police is directed by the Crown Prosecution Service and cover is arranged as appropriate.

Q9) What enhancements would the Borough Commander like to see made to the CCTV system?

Response – the quality of the image is the most important factor. Location also important to focus on crime and traffic accident hotspots. Having good operators in the CCTV control room is vital and three of Merton’s have recently receive police awards for good work.

Q10) Please provide an update on the sponsorship offer by the Baitul Futuh Mosque to pay the qualification fee for 50 local people for the certificate of policing knowledge that new recruits are required to gain prior to starting work with the police. How many of those recruits will be deployed in Merton?

Response – two are currently in training and due to be deployed in Merton.

In addition, 42 local people have passed the first stage of the selection process for recruitment of police constables. The Baitul Futuh Mosque has agreed to support and fund two of these and they will be returning to the Borough. The Mosque has agreed to support other local people in the process if they need assistance. .

Q11) What support is provided to schools to combat crime in schools and what statistics are available regarding the level of crime in schools?

Response – there are police officers assigned to all secondary schools in the borough. The level of crime is modest and usually dealt with by the school. PCSOs

do some work with primary schools and could do more in particular schools if a ward councillor indicates that there is a need for this.

Commission members thanked David Palmer for his responses and asked whether written responses to questions could be provided in advance of the meeting in future. David Palmer undertook to discuss this with the Borough Commander.

## 5 CCTV REVIEW (Agenda Item 5)

Chris Lee, Director of Environment and Regeneration, introduced the report and drew the Commission's attention to the summary of the findings of the independent review, set out in paragraphs 2.4-2.7 of the report. He said that an action plan had been developed and the CCTV steering group would oversee its implementation. Most of the recommendations would be implemented, except the ones on internal recharging as this would not be an appropriate way of working within the council. At its next meeting, Cabinet will be asked to approve £460k of capital funding over a two year period.

Chris Lee introduced Claire Cuffie, Anti-Social Behaviour Supervisor & temporary CCTV Manager. He said there would be a restructure and a permanent manger would be appointed. The post would be funded from existing resources.

In discussion, members of the Commission sought reassurance that there would be a return on investment made in upgrading the CCTV equipment and asked whether there was any evidence on this from other places. Chris Lee said that, although definitive cost-benefit data is not available for the service, the graphic user interface that would be installed would provide some performance management information on what the images had been used for and the outcome.

Chris Lee added that the service provides a public benefit and is very helpful to the police as well as having an impact on crime and the fear of crime. There are fixed costs associated with providing the service and there will be opportunities to attract income to offset some of this cost. For example, discussion is currently taking place with the Wimbledon Business Improvement District regarding the future location and funding of cameras. Also, reduction in revenue costs will be achieved through cheaper maintenance contracts and reduction in the staffing budget. Commission members expressed concern about the weaknesses in management of the service that had been identified by the review. Chris Lee said that he accepted those findings and had already taken steps to address the issues raised and would continue to do so.

Members of the Commission also sought reassurance that the privacy issues identified in the review were being addressed. Chris Lee said that these would be addressed on the individual cameras that are affected.



In summary, Commission members said that although they recognise the complexities involved, there is a need to demonstrate value for money and good management of the service. The Commission therefore:

RESOLVED that the Commission be kept informed of progress made through a report from the CCTV Steering Group that will provide an update on measures taken to improve management of the service, identify appropriate performance indicators, procure new equipment and review existing maintenance contracts as well as the development of a new CCTV strategy. Report to be received at Commission meeting on 25 March 2015. The Commission further requested the opportunity to comment on the CCTV policy when it has been revised.

5a CCTV REPORT - EXEMPT APPENDICES (Agenda Item 5a)

6 CUSTOMER CONTACT PROGRAMME UPDATE (Agenda Item 6)

Sophie Ellis, Assistant Director of Business Improvement, introduced the report, highlighting the progress that had been made in respect of the competitive dialogue tendering process and the detailed specification setting out outcomes sought in respect of customers and the council.

Sophie Ellis provided additional information and clarification in response to questions:

- Planet Press is a software system to streamline process for mass mailing
- retention of information and data will be determined by the requirements of the Data Protection Act and advice from the council's Information Governance Team
- the bidders will be asked to work out how existing data will be transferred and to ensure that there are accurate master datasets of customers and addresses
- information about all other projects currently underway has been shared with the bidders
- provision has been made for break clauses and penalties if the contractor fails to meet service standards or timescales

Members of the Commission said they were pleased with progress made and that they welcomed the cautious approach taken to this ambitious programme. The Commission will receive a further update in March 2015.

7 PROPOSAL FOR A NEW APPROACH TO THE APPOINTMENT OF CO-OPTED MEMBERS (Agenda Item 7)

The Chair introduced the proposals for a formal process for the appointment of non voting co-opted members, drawing on procedures that the Healthier Communities and Older people Overview and Scrutiny Panel has recently put in place.

The Vice Chair (who is the Chair of the Healthier Communities Panel) said that the Panel wanted to attract co-opted members from across the community through an open and transparent recruitment process. He said that a similar approach had been used by the Standards Committee and this had resulted in co-opted members who had made an effective contribution to the committee. Julia Regan, Head of Democracy Services, added that the proposed approach could be adopted flexibly to meet the specific individual needs of the Commission and the three Panels.

The Commission RESOLVED to adopt the proposed approach and recommended that appointments be made for a 12 month period and that positions be advertised in My Merton.

8 FINANCIAL MONITORING TASK GROUP - NOTE OF MEETING ON 22 JULY 2014 (Agenda Item 8)

The Commission noted the minutes of the task group meeting.

9 OVERVIEW AND SCRUTINY TRAINING PROGRAMME 2014-15 (Agenda Item 9)

RESOLVED: to agree the training programme set out in paragraph 2.1 of the report.

10 WORK PROGRAMME 2014/15 (Agenda Item 10)

RESOLVED: to agree the work programme, with the addition of an update on CCTV to the Commission's meeting on 25 March 2015.

## **Overview & Scrutiny Commission**

**Date: 25 November 2014**

Agenda item:

### **Subject: Merton's Welfare Reform Action Plan 2013/14 – Progress Update (January-July 2014)**

Lead officers:

- Simon Williams – Director, Community and Housing
- Steve Langley – Head of Housing Needs and Strategy
- David Keppler – Head of Revenues and Benefits

Lead members:

- Councillor Mark Allison – Cabinet member for Finance

Contact officer: Steve Langley – Head of Housing Needs and Strategy

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#### **Recommendations:**

**A. The Commission is requested to discuss and comment on the report.**

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

- 1.1 The report aims to provide OSC with an update on the progress that has been made by Merton's Welfare Reform and Financial Resilience Group and partners during January-July 2014 in delivering Merton's Welfare Reform Action Plan 2013/14 ([Appendix 1](#)). Where updated figures have been made available during the drafting of this report which fall outside of this monitoring period, these have been included.
- 1.2 OSC are also asked to note the development of a Financial Resilience Action Plan which will run alongside and complement the Welfare Reform Action Plan 2013/14 ([Appendix 2](#)).
- 1.3 The next progress report from the Merton Welfare Reform and Financial Resilience Group will be published in February 2015 and will cover the period August 2014 - January 2015.

#### **2. BACKGROUND AND UPDATE (JANUARY – JULY 2014)**

- 2.1 The Welfare Reform Act 2012 is one of the largest policy changes to be introduced by the Government. The Act has been designed to deliver

£18 billion savings from the welfare budget as announced in the budget and spending review of 2010.

2.2 Another aim of welfare reform is to simplify a very complex array of benefits to people who are unemployed, disabled, unable to work, have childcare responsibilities or who are on low incomes.

2.3 The main changes to welfare benefits, including their impacts on Merton to date and key considerations for the next 6-12 months are outlined in the table below:

Welfare reform and impact on Merton	Key considerations for the next 6-12 months
<p><b>A benefits cap for out of work households</b> – introduced on 15 July 2013 in Merton, the benefits cap puts a cap on the total benefits to which an out of work individual or couple is entitled. Approximately 186 households have been affected by the cap in Merton and housing benefit has been reduced by approximately £14,000 per week in total for those affected. This is not a fixed number as new households will become affected following a change in their circumstances i.e. loss of employment</p>	<ul style="list-style-type: none"> <li>• Monitor Discretionary Housing Benefit payments to affected households.</li> <li>• Continue to work with new and existing families affected by the cap.</li> <li>• Monitor homelessness episodes as direct consequence of the benefits cap.</li> <li>• Continue to monitor effectiveness of 2 x Temporary housing options advisers and consider the ongoing requirement for these roles in the delivery of UC and associated welfare reform changes.</li> </ul>
<p><b>Introduction of Universal Credit</b> – Universal Credit for working age single claimants will be rolled out nationally from February 2015. Universal credit will be a single benefit to be paid on a monthly basis. UC replaces Income Support, income-based Job Seekers Allowance (JSA), income-related Employment and Support Allowance (ESA), Housing Benefit, Council Tax Credit and Working Tax Credit (WTC).</p>	<ul style="list-style-type: none"> <li>• Understand the role of the Council in the delivery of UC i.e. supporting people in accessing UC and supporting work incentives.</li> <li>• Understand what risks exist to vulnerable residents who do not have access to computers and who cannot use one.</li> <li>• Understand HR issues relating to introduction of UC for council employees.</li> <li>• Understand financial implications in the delivery of UC.</li> <li>• Engage with private landlords and lettings agents regarding the roll out of UC.</li> <li>• Consider information event and training to stakeholders on the roll out of UC.</li> </ul>

Welfare reform and impact on Merton	Key considerations for the next 6-12 months
	<ul style="list-style-type: none"> <li>• Understand the financial implications for the Council for those households living in temporary accommodation provided under the homeless legislation.</li> </ul>
<p><b>Penalties for under-occupancy</b> - changes to Housing Benefit require social sector housing to have size criteria applied, with any working age household deemed to be under occupying their home to have part of their Housing Benefit removed. As of 1 August 2014, 721 households are known to be affected by the under-occupation penalty.</p>	<ul style="list-style-type: none"> <li>• Continue to work with registered providers to deliver opportunities for tenants wishing to downsize.</li> <li>• Continue to work with registered providers to prevent homelessness from social housing tenants.</li> <li>• Monitor Discretionary Housing Benefit payments to social housing tenants affected by under occupation rules.</li> <li>• Identify those cases exempt from under occupation rules.</li> </ul>
<p><b>Localisation of the Social Fund</b> - the Act abolished the social fund which comprised “last resort” benefits such as crisis loans and replaced it with a non-ring fenced grant which is paid directly to the council. Merton Council’s Welfare Assistance Scheme was launched in April 2013. To date the number of applications received continues to be below the anticipated numbers the DWP indicated would be received (this is the same across all London).</p>	<p>Following a review of Merton’s Local Welfare Assistance Scheme, it is proposed the following actions are taken forward:</p> <ul style="list-style-type: none"> <li>• CMT to agree if the scheme will continue in 2015/16 as the Department of Work and Pensions have stopped the funding</li> <li>• Offer new essential electrical household items instead of re-conditioned (stocks of re-conditioned items are regularly low or out of stock. Ordering new will offer better quality stock which will last longer in the long term).</li> <li>• Increase maximum amount of award for essential household items to £1000 (this will allow for the increased cost of new essential electrical household items).</li> <li>• Offer full week rate regardless of next payment of benefit.</li> <li>• Offer multiple weeks to cover emergency where DWP confirm no benefit or hardship will be paid for that number of weeks, (subject to a maximum).</li> </ul>

Welfare reform and impact on Merton	Key considerations for the next 6-12 months
	<ul style="list-style-type: none"> <li>• Increase take up of the scheme, promote LWSS to internal staff.</li> <li>• Offer essential household items as a grant instead of a loan.</li> <li>• Make another donation to the Wimbledon Food Bank.</li> <li>• Move current resources for answering calls. All telephone calls to go directly to the LWSS decision making team to avoid duplication of work.</li> </ul>
<p><b>Changes to Disability Living Allowance</b> - From 8 April 2013 a new benefit, Personal Independence Payment (PIP) replaced Disability Living Allowance (DLA) for disabled people aged 16-64 in Merton.</p>	<ul style="list-style-type: none"> <li>• Support new PIP claims through initial appointment to complete telephone application and follow up appointment to help complete more detailed secondary form.</li> <li>• Provide telephone support for PIP applicants to prepare for medical assessment (ATOS).</li> <li>• Put in place referral system with CAB for PIP appeals.</li> <li>• Strengthen working relationship with Social Services and NHS staff to support applicants through the process.</li> <li>• Monitor and track data on PIP decisions.</li> <li>• Fund a six month fixed term contract member of staff in CAB to support claimants through new and renewal applications.</li> </ul>
<p><b>Changes to the Independent Living Fund</b> - The government has taken the decision to close the Independent Living Fund (ILF) on 30 June 2015 and transfer responsibility for meeting the eligible care and support needs of current ILF users to local authorities in line with their statutory responsibilities. Currently 2.5% of Merton residents (40) claiming Disability Living Allowance also receive support through the ILF.</p>	<ul style="list-style-type: none"> <li>• The council and partners will continue to stay abreast of developments regarding the ILF and will work closely with local groups to ensure any changes affecting disabled people in Merton are understood and solutions identified where appropriate.</li> </ul>

- 2.4 Merton's Welfare Reform Action Plan 2013/14 at [Appendix 1](#) provides a fuller update on the actions partners are taking to support residents affected by welfare reform changes.
- 2.5 The Action Plan is delivered and monitored by Merton's Welfare Reform and Financial Resilience Group, a cross-council officer group chaired by the Director of Community and Housing. Over the last year the group has worked closely with the relevant council departments and partner organisations to meet a number of aims, including:
- Ensuring that Members and Senior Officers are made aware of the welfare reforms and their implications for residents, the Council and its partners;
  - Ensuring that all advice agencies are fully aware of the welfare reforms, the council's response and how partnership arrangements need to develop and change when necessary;
  - Monitoring the impact of the Benefits Cap and working closely with Benefits/Housing Needs staff and partners to ensure residents are provided with the support they need (with a particular focus on supporting our most vulnerable clients);
  - Monitoring the impact of the changeover from Disability Living Allowance to Personalised Independence Payment and ensuring clients are supported through the new process by the Welfare Benefits Team and service providers in the community and voluntary sector (e.g. CAB) where appropriate;
  - Monitoring the impact of changes to Housing Benefit and under-occupancy and working closely with registered providers who have developed their own plans in response to welfare reform;
  - Monitoring the impact of the Welfare Assistance Scheme, which replaced Crisis & Support Grants from April 2013, and ensuring the new scheme is well signposted to clients/referring organisations and is aligned with other crisis-intervention service providers such as The Vine Project and food banks;
  - Working closely with other multi-agency groups (e.g. Merton Child and Family Poverty Task Group, Health and Wellbeing Board) to ensure key stakeholders are sighted on the work of the group and where possible working together to deliver outcomes for shared client groups;
  - Working more closely with Job Centre Plus to help people into employment. Officers from Housing Benefits and Housing Needs continue to work with colleagues from Job Centre Plus to share approaches and deliver a joined up process aimed at assisting customers into work;

**3. LEGAL AND STATUTORY IMPLICATIONS**

3.1 The Welfare Reform Act sets out the legislative framework for these changes.

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

4.1 The reforms have potential implications in these areas and continued monitoring will take place

**5. CRIME AND DISORDER IMPLICATIONS**

5.1 None for the purposes of this report

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

6.1 Merton's Welfare Reform Group will be working closely with Public Health colleagues over the next few months to conduct a Health Impact Assessment (HIA) to fully assess potential health impacts on Merton residents precipitated by the changes to welfare benefits.

**7. APPENDICES – the following documents are to be published with this report and form part of the report**

- **Appendix 1 – Merton's Welfare Reform Action Plan 2013/14 – Progress update (January – July 2014)**
- **Appendix 2 – Merton's Financial Resilience Action Plan 2014/15**



# Merton Welfare Reform Action Plan 2013/14

Update January – July 2014

<b>REFORM: Total benefit income cap</b>
<p>The Act empowers the Government to put a cap on the total benefits to which an individual or couple is entitled. The cap was introduced in Merton from 15 July 2013 and is set at a working household’s average net earnings; this is currently expected to be £26k a year (a maximum of £500 per week) for lone parents and couples with or without children and around £18k per annum (a maximum of £350 per week) for single people without children or whose children for whom they have responsibility do not live with them. The cap will apply to the combined income from out of work benefits, Housing Benefit (HB), Child Benefit (CB) and Child Tax Credit (CTC) and other benefits such as carers allowance and maternity allowance.</p>
<p><u>Revenues &amp; Benefits</u></p> <ul style="list-style-type: none"> <li>On the 27<sup>th</sup> of June 2014 Merton had 186 capped households. The benefit cap came into effect on the 15th July 2013. New Households continue to be affected by the cap although these remain relatively low.</li> </ul> <p><u>Housing</u></p> <ul style="list-style-type: none"> <li>All of the households capped at July 2013 have been contacted at their address with an offer of support.</li> <li>We have made 34 home visits in the period.</li> <li>We continue to work closely with the Department for Work and Pensions (DWP) and between 01 January and 30<sup>th</sup> of June 147 interviews were undertaken with DWP representatives at the civic centre.</li> <li>46 cases have been closed due to an exemption from the cap through finding work since January 2014.</li> <li>10 households have become exempt due to a claim for Disability Living Allowance/Personalised Independence Payment/Employment and Support Allowance.</li> <li>Housing staff are visiting households with an emphasis on debt advice, homelessness prevention, helping tenants to maximise their income and looking into their personal finances.</li> <li>The main cause of homelessness is now the end of Assured Shorthold letting. This may be because private sector Landlords no longer wish to let their homes to benefit recipients. Some private landlords and lettings agents are withdrawing from letting to benefit recipients. Nationally the termination of Assured Short hold Tenancies continues to be the leading cause of homelessness.</li> </ul>

Action taken to mitigate reform	Performance measure	Lead agency/officer	Progress update (January-July 2014)
Welfare Reform group to facilitate joint working across council departments registered providers and other affected organisations.	Actions and progress monitored through WRG meetings.	Simon Williams (LBM)	The Welfare Reform Group has met regularly. Updates have gone to CMT and a progress update went to LSG on 1 September 2014. Started to share update reports with thematic subgroups. Director of Commonsense Development Trust invited to sit on Merton WRG.

Merton Welfare Reform Action Plan – Progress Update (January-July 2014)

Action taken to mitigate reform	Performance measure	Lead agency/officer	Progress update (January-July 2014)
Engage with voluntary and community sector partners to ensure consistent approach to advice and help is available for Merton Residents		David Keppler (LBM)	Merton and Lambeth CAB sits on the Welfare Reform Group and members of the group frequently provide updates to voluntary and community sector lead contacts.
Subject to DWP provisions, share data with CSF/ASCH colleagues to ensure a more pro-active case management approach to managing impact of cap on critical groups.		David Keppler (LBM)	Information continues to be shared with colleagues.
Hold information/awareness raising event(s) for tenants affected by cap, and advice advice/support agencies working with those affected.		David Keppler, Steve Langley (LBM)	Training and information sessions have been held on the welfare reform changes with Merton staff, individual departments, voluntary sector and advice workers, residents and faith groups.
Housing Options Officers to provide targeted support to affected residents.	No. of home visits	Steve Langley, David Keppler (LBM)	Two officers within housing are dedicated to visiting affected households in the private rented sector. 231 home visits have been undertaken (34 in this period) and officers continue to provide detailed case work support to those households affected by the cap, including the development of agreed support plans between the officer and the household.
Continue to use homelessness protection grant to minimise episodes of homelessness.	No. of residents presenting as homeless	Steve Langley (LBM)	Whilst the council continues to maintain its position of having the lowest number of households in temporary accommodation in London, the fact that homelessness episodes from private sector tenants living in Assured Shorthold Tenancies is increasing has led to an increased demand for temporary accommodation and housing services.
Signpost clients affected to Job Centre Plus.	No. of client s signposted to Jobcentre plus.	David Keppler, Steve Langley (LBM)	Housing officers meet with the DWP twice weekly and a DWP officer regularly attends the civic centre to meet households seeking employment opportunities. Seeking employment will be a key action in households support plans. 46 households have been exempted from the cap due to being in work.

**REFORM: Introduction of Universal Credit**

Universal Credit will be a single payment covering state benefits and housing costs. It is meant to encourage work and make the benefits system easier to understand and access. It is likely that UC will now be rolled out in Merton in early 2015.

Revenues & Benefits

- The ambitions for the national roll out of Universal Credit have been toned down and we can expect Universal Credit to be rolled out in Merton in some format from in early 2015.
- At this stage it is still not clear how the roll out of Universal Credit will implemented – it may be phased implementation throughout the year dependant on household make-up, the outcome and learning from the ongoing pilots will dictate this.
- The Council will be required to deliver a support framework to those claimants who cannot access Universal Credit on-line. This new service will look to support claimants to access Universal Credit and maintain and manage their ongoing claim. The service is likely to be a multi agency approach to include CAB, Job Centre Plus and the Council and will also look to support and help residents into work.
- Initial discussions with the CAB, Job Centre Plus and neighbouring boroughs have commenced to design this new service.
- The service will be required to be in place by the time Universal Credit is rolled out for Merton Residents.
- The majority of existing housing benefits claims are expected to be transferred over to Universal Credit by 2017.
- The Council will retain a small number of housing benefit claims.

Housing

- On 1<sup>st</sup> April 2014 benefits were upgraded. This rise was capped at 1%, however the local housing allowance was allowed to increase above this.
- Landlords are likely to be concerned about the impact of universal credit particularly as the London pilots have seen deductions from Local Housing Allowance payments to cap a households overall benefits package. The knock on consequences is that Landlords, particularly those who specialise in letting to tenants in receipt of housing benefit, could face difficulties, if a tenant struggles to manage their monthly incomes. Some Landlords may decide to cease letting their properties to households in receipt of housing benefit. Across London the termination of Assured Shorthold Tenancies are now the leading cause of homelessness, as opposed to eviction by family and friends.

CSE

- Feedback from practitioners working in the community indicate that there has been an increase in the number of general requests for support regarding debt advice, information about benefit changes, support as people move from Income Support to Job seekers Allowance as well as concerns about the benefit cap. Practitioners are supporting families to move into employment as a solution to minimising the impact of welfare changes. Support for/enquires about universal credit do not appear to be as significant as the support for/enquiries about changes to the benefit cap and under occupancy

Merton Welfare Reform Action Plan – Progress Update (January-July 2014)

Action taken to mitigate reform	Performance measure	Lead agency/officer	Progress update (January – July 2014)
Map Voluntary Sector and identify those agencies best placed to help/signpost families.	Actions and progress monitored through WRG meetings.	Merton Welfare Reform Group	Draft list drawn up as part of the Policy Network Financial Resilience (FR) project. Financial Resilience Action Plan includes actions to promote roll out of new CU services within the borough.
Work with Credit Unions to promote services more widely to residents.			
Case work with families to improve employment opportunities.	No. of home visits	Enhanced Housing Options Officer	Housing Officers continue to meet with the DWP twice weekly and a DWP officer regularly attends the civic centre to meet households seeking employment opportunities. Seeking employment is a key action in households support plans. 46 households have been exempted from the cap due to being in work.

<b>REFORM: Changes to Housing Benefit – under-occupancy</b>
Since April 2013 claimants who live in the social rented sector have had their housing benefit reduced by 14% if they have an empty bedroom and 25% if they have two or more empty bedrooms.
<p><u>Revenues &amp; Benefits</u></p> <ul style="list-style-type: none"> <li>As of 1 August 2014, the total number of capped households in the borough stood at 721. Approximately 55% of households affected by the under occupancy penalty are tenants with Circle Housing Merton Priory.</li> </ul> <p><u>Housing</u></p> <ul style="list-style-type: none"> <li>There have been no homeless applications made to the Council as a direct result of the under occupation rules . Housing applications from housing association tenants wishing to downsize have reduced with 12 applications being received from Jan 2014 until June 2014. This is a reduction from April to December 2013 when 29 applications were received.</li> </ul>

Action taken to mitigate reform	Performance measure	Lead agency/officer	Progress update (January – July 2014)
Meet with Registered Providers to monitor and propose solutions to issues arising from under-occupancy.	Actions and progress monitored through WRG meetings.	Steve Langley	LBM officers continue to work closely with registered providers across the borough to monitor the impact of the new under-occupancy rules. Figures from Merton Priory Homes, Merton’s largest RP, demonstrates that the majority of residents affected by the under-occupancy rules are partially or fully making up the shortfall in their benefit payments.
Share data with departments/partner agencies to ensure a more pro-active case management approach to managing impact of cap on critical group.		David Keppler, Steve Langley	Data continues to be shared with departments and partners to facilitate a more pro-active approach.
Identify foster carers in social housing potentially affected by changes.		Allison Jones	Following policy changes issued in late 2013 by DWP, foster carers, families with disabled children and service personnel are now exempt from under-occupancy rules.
Identify carers potentially affected by changes.		Rahat Ahmed-Mann	

<b>REFORM: Localisation of the Social Fund (Community Care Grants and Crisis Loans)</b>
Under new arrangements, Crisis Loans and Community Care Grants ceased in April 2013 and the Council now administers support through a new Welfare Support Scheme.
<p><b>Revenues &amp; Benefits</b></p> <ul style="list-style-type: none"> <li>• During the period April – October 2014, £35,754 was awarded to 227 applicants to the Social Fund. 67 Applicants were refused due to not meeting the criteria of the fund. Compared to the same period in 2013, the amount of grant awarded has increased by £23,169.</li> <li>• The Local Welfare Support scheme was implemented in April 2013 and the vast majority of emergency payments are made via text messaging allowing the claimant to receive money from their local Post Office.</li> <li>• Referrals to the Food Bank have been made to some claimants that have not met the qualifying criteria. A one off payment of £10,000 has been made to the Wimbledon Food Bank to enable the group to support residents seeking help.</li> </ul>

Action taken to mitigate reform	Performance measure	Lead agency/officer	Progress update (January – July 2014)
Map crisis intervention providers.	Local WAS PI	Merton Welfare Reform Group	Draft list drawn up as part of the Policy Network Financial Resilience (FR) project.
Work closely with the Vine Project and similar providers.	Local WAS PI	David Keppler	The Vine Project continues to provide all reconditioned and new appliances and all household goods to applicants.

## APPENDIX 2: DRAFT Merton Financial Resilience Action Plan

### OBJECTIVE 1: Improving data and information sharing

Objective	Stakeholders	ACTION	Next steps
(1) Ensure all Merton service providers are sighted on financial resilience need in the borough	All service providers	(1.1) Merton Welfare Reform Group to undertake further analysis of financial exclusion and capability need in Merton.	<ul style="list-style-type: none"> <li>WR Group to invite Experian rep to next meeting to discuss project scope.</li> </ul>
(2) Partners to have access to regularly updated information on main Merton organisations/groups providing financial advice and support to residents	All service providers who refer clients to financial advice/support providers	(2.1) Develop quarterly 'Signposting E-Bulletin' to provide organisations that regularly refer clients to financial advice/support providers with regularly updated contact and service details for those providers.	<ul style="list-style-type: none"> <li>Carers Support Merton to lead on developing bulletin with support from WR Group.</li> </ul>
(3) Develop and maintain a list of organisations and CVOs providing/signposting to financial advice and support services in Merton	All service providers	(3.1) Continue to develop list of organisations contained in draft needs and service mapping.	<ul style="list-style-type: none"> <li>WR Group to review list at next meeting and make amendments as appropriate.</li> <li>WR Group to review existing financial advice/support web pages and amend where appropriate.</li> </ul>



**OBJECTIVE 2: Improving access to affordable credit**

Objective	Stakeholders	ACTION	Next steps
(1) Support the launch and development of the Croydon, Sutton & Merton Credit Union to provide Merton residents with an affordable credit alternative to microfinance providers and long-term credit card borrowing	Merton Council, CSMCU	(1.1) Encourage CU representation on Merton Welfare Reform & Financial Inclusion Working Group to ensure better joint working between council and CU.	<ul style="list-style-type: none"> <li>Invite Chair of CSMCU to next Merton WRG meeting in July 2014.</li> </ul>
	Merton Partnership, CSMCU	(1.2) Ensure council and partner organisations are sighted on CU work programme, products and services and that these are effectively promoted through MP org communication channels where possible.	<ul style="list-style-type: none"> <li>CSMCU to provide quarterly updates on work programme and services to Merton WRG for wider circulation to MP orgs and other partners. First update July 2014.</li> </ul>
	Merton Partnership, Merton & Lambeth Citizens Advice Bureau	(1.3) Identify opportunities for CU expansion/outreach to areas with high levels of debt dependency.	<ul style="list-style-type: none"> <li>MP orgs to identify outreach opportunities for CSMCU.</li> <li>Merton WRG to undertake further comprehensive debt mapping exercise with M&amp;LCAB to enable CU to effectively target its outreach services.</li> </ul>
	Merton Council (Future Merton), Merton Chamber of	(1.4) Work with CU and Merton Chamber of Commerce to consider the development of an enterprise loan scheme to provide finance to small	<ul style="list-style-type: none"> <li>Merton COC and CSMCU to discuss in more detail with particular reference to</li> </ul>

Objective	Stakeholders	ACTION	Next steps
	Commerce, CSMCU	businesses who would not normally be able to raise funds for expansion.	best practice examples in Leeds and Glasgow.
		(1.5) Consider the longer-term development of a Community Development Finance Institution or Community Banking Partnership to provide residents and SMEs with affordable loan products and financial advice under one roof.	<ul style="list-style-type: none"> <li>▪ CSMCU already considering option to develop a CDF. To include further detail in first update to WRG/MPEB for partner discussion.</li> </ul>

**OBJECTIVE 3: Improving access to debt and money advice**

Objective	Stakeholders	ACTION	Next steps
(1) Merton's main advice and information organisations working together to provide a unified, more effective service to residents requiring financial advice and guidance	MLCAB, MVSC, Carers Support Merton, Age UK, Merton Council (Revenues & Benefits), South West London Law Centre	<p>(1.1) Support the current Merton Advice Forum bid to the Big Lottery Advice Services Transition Fund. If successful, the bid will see:</p> <ul style="list-style-type: none"> <li>• A YMCA outreach adviser working with young people;</li> <li>• A SWLLC outreach adviser working in health settings;</li> <li>• A MLCAB outreach adviser working in health settings;</li> <li>• A Merton Advice brand being created and referral arrangements put in place;</li> <li>• Training etc being made available to advisers</li> </ul>	<ul style="list-style-type: none"> <li>▪ Request further update on bid from Merton Advice Forum with a view to opening up discussion to a wider group of stakeholders including health, education, community and voluntary sector partners.</li> </ul>

Objective	Stakeholders	ACTION	Next steps
		<p>and the general public;</p> <ul style="list-style-type: none"> <li>The Merton Advice Forum continuing.</li> </ul>	
(2) Front-line staff in Council customer service roles and in Children’s Centres able to provide timely financial advice and signposting to residents	Merton Council (Customer Services, Children’s Centres), Merton & Lambeth CAB	(2.1) Develop a project to provide basic financial management and debt counselling training to staff working in the Council's customer service points and other front line staff.	<ul style="list-style-type: none"> <li>Develop draft training programme.</li> <li>Identify sources of funding to support roll out.</li> </ul>
	Merton Council, Toynbee Hall	(2.2) Develop an accessible toolkit that can be used by frontline staff to enable them to confidently raise money matter issues with their clients, detect early warning signs and refer or signpost clients to appropriate financial literacy and capability support services.	<ul style="list-style-type: none"> <li>With reference to best practice examples in Barnet and Tower Hamlets, develop toolkit with support of Toynbee Hall</li> </ul>
	Merton Council (Revenues & Benefits, Future Merton), M&LCAB, MVSC	(2.3) Maintain an online resource bank of financial inclusion and money management tools and information on local support services on the Council's website.	<ul style="list-style-type: none"> <li>Develop draft database of service providers with M&amp;LCAB and MVSC.</li> </ul>
(3) Develop volunteer capacity to deliver advice/guidance in community settings	Merton & Lambeth CAB, Merton Council (Library Service)	(3.1) Develop training programme for 6-10 community based Advice Guides (similar to Library volunteers).	<ul style="list-style-type: none"> <li>M&amp;LCAB to share evaluation of similar scheme in Lambeth (One Lambeth Advice) and to work with WRG to develop</li> </ul>

Objective	Stakeholders	ACTION	Next steps
			business case for training programme.

**OBJECTIVE 4: Promoting Financial literacy**

Objective	Stakeholders	ACTION	Next steps
(1) Ensure all pupils at KS3-4 have access to financial literacy resources	Merton Schools, MAS, PFEG	(1.1) Work with the Personal Finance Education Group and the Money Advice Service to develop appropriate resources for Merton schools.	<ul style="list-style-type: none"> <li>▪ Merton WRG to develop commissioning brief with Merton Schools for FL resources and identify potential sources of funding for roll out.</li> </ul>
(2) Promote financial advice and support services to parents in deprived areas of the borough	Commonside Trust, Merton Council, CAB, CIL, SWLLC	(2.1) Commonside Trust to deliver 'Money Matters' advice fayres in school setting across the borough.	<ul style="list-style-type: none"> <li>▪ Commonside Trust to develop project scope and bring to September/October WR Group meeting.</li> <li>▪</li> </ul>
(3) Ensure all Merton staff have access to high quality personal financial literacy training and resources	MAS, Merton Council	(3.1) Working with the Money Advice Service to deliver financial capability training for all council staff.	<ul style="list-style-type: none"> <li>▪ Merton WRG/Learning &amp; Development Team to develop training programme with MAS.</li> </ul>

## **Committee: Overview and Scrutiny Commission**

**Date: 25 November 2014**

Wards: **All**

### **Subject: Domestic Violence needs assessment and way forward**

Lead officer: Chris Lee

Lead member: Cllr Maxi Martin; Cllr Edith Macauley

Contact officer: Chris Lee, Director of Environment & Regeneration/ Yvette Stanley ,  
Director of Children Schools and Families

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#### **Recommendations:**

- A. That Members discuss the findings of the Domestic Violence Strategic Needs Assessment and make comments as they wish.
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#### **1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY**

- 1.1. To present the findings of the domestic violence strategic needs assessment and note Merton's response to the specific recommendations arising from the needs assessment.

#### **2 DETAILS**

- 2.1. The Council has a number of statutory duties relating to tackling and effectively responding to domestic abuse and violence against women and girls, duties which are delivered across a number of departments and in partnership with a range of partners.
- 2.2. At a partnership level the overarching strategy has been led by the Safer Merton Partnership who have the lead on prevention, prosecution, overseeing and performance managing the [Multi Agency Risk Assessment Conference ] MARAC and commissioning any Domestic Homicide Reviews agreed by the partnership including reporting to the Home Office on such matters. The Merton Safeguarding Children Board ] MSCB has statutory oversight of a range of related issues including child sexual exploitation, girls and gangs and the safeguarding aspects of FGM [ female genital mutilation]. The Health and Well Being Board also have an interest due to their leadership of our overall Health and Wellbeing Strategy.
- 2.3. In terms of service responses, CSF department provides a broad range of services from safeguarding and child protection to work with schools around young peoples' wellbeing which prevent or respond to domestic violence and violence against women and girls. Community and Housing commission our local Refuges and have a role in relation to vulnerable adults who experience abuse including domestic violence. Safer Merton have historically led the strategic needs analysis process, commission the IDVA

Service, administer the MARAC, oversee any DHR process and support the overall strategic response including governance of the strategy overall and supporting work groups such as the practitioners forum.

- 2.4. The Director of E&R is currently finalising proposals to locate specific areas of Safer Merton's work into other services/departments as part of the transformation plans and the impact of these changes will need to be built into our future arrangements. An update will be provided to the meeting verbally.
- 2.5. Given the need to have an up to date strategy and response to DV encompassing the various partnerships and roles of specific service departments the Director of E&R and Director of CSF agreed that an up to date needs assessments should be commissioned and officers from both service departments and the Public Health Team specified and commissioned a new needs assessment. The assessment was undertaken by Cordis Bright during spring and summer 2014 and they have now presented their findings to workshop involving key partners. The next section of the report summarises their key findings and recommendations

### **3 KEY FINDINGS AND RECOMMENDATIONS**

- 3.1 Domestic violence has been highlighted by the Coalition Government and by the Mayor of London as an area that increasingly demands focus and attention from a multi- agency partnership approach. It is also a priority issue for the council and our Health and Wellbeing Board, Safeguarding Children's Board and the Safer Merton partnership (the crime and disorder partnership).
- 3.2 Domestic abuse is in particular a key feature of the work of the CSF departments as DV is one of the "toxic trio" featuring in the majority (60%+) of child protection cases and we have strong a track record of working with partners tackling domestic violence within families. However, in relationships where children are not present there are limited identified resources to support the victims of abuse and the review has established that the partnership's response to this small but important group is limited and less coherent than the current response to families.
- 3.3 The review also noted that Merton's population has been changing rapidly over time. 35% of our adult population are BME but 55% of our child population are BME. The fastest growing populations are the overall Asian population, which grew by 6% between 2000 and 2011, specifically those with Pakistani ethnicity which increased by 1.3% and Other Asian ethnicity which increased by 4.4%. The overall Black population grew by 3% over the same time period, with the Black African population growing by 1.8% any future service commissioning needs to respond to these changing profiles.
- 3.4 The review also looked at services available to victims of domestic abuse that are not commissioned directly by the council and are either funded by

external agencies (HO and LGA) or are direct provision from the voluntary sector.

- 3.5 The full needs assessment covers some 170 pages but is available through the attached link. The Executive Summary is attached as appendix 1 and this report focuses on the 6 specific recommendations arising from the review.

### **Recommendation 1**

**Agree a common definition for domestic violence and abuse, which should be applied across all future strategic and operational activity in the borough**

Response

That Merton in future has a Violence Against Women and Girl's Strategy incorporating domestic violence but encompassing:

Domestic Violence (including men, same sex relationships, and people with and without children)

- Rape and Sexual Violence

- Female Genital Mutilation

- Forced Marriage

- Crimes in the name of "honour"

- Sexual Harassment

- Stalking

- Trafficking

- Prostitution and Sexual Exploitation of adults

- Children and Young People at risk of Sexual exploitation

We will need to identify lead agencies and officers for each strand.

### **Recommendation 2**

**Put in place strong leadership and governance arrangements surrounding the Domestic Violence, Abuse and Violence Against Women and Girls agenda**

With this in mind the Director CSF has agreed to be the CMT lead and to chair a new governance board. As part of the consultation on future arrangements for Safer Merton functions CMT will need to consider how the strategic and partnership support for this area is supported and to have clarity re each department's contributions.

Draft structures and terms of reference for the board are attached as appendices 2 and 3

### **Recommendations 3 and 5**

**The governance arrangements will oversee the development of an outcome-focussed strategy, to be developed and delivered by a partnership group. Clarify and implement strong performance management arrangements**

Response

It is recommended that the new board oversees the development of a performance framework as part of its new role.

#### **Recommendation 4**

**Develop an outcome focussed evidence-led commissioning plan to ensure the strategy is delivered**

Response

The board will be supported by a working group of commissioners from PH, CSF, C&H and partners whose task will be to ensure we have a joined up commissioning response to this agenda.

#### **Recommendation 6**

**Clarify, articulate and publicise arrangements for identifying victim/survivors, assessing risk and referring**

Response

The board will be supported by a practitioners forum which will respond to this recommendation and make recommendations to strengthen our risk assessment and response

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

- 4.1 The work started on borough in March 2014 and was finished early September. The work started with stakeholder interviews, reviewing strategies on borough and nationally. In June there was a stakeholder's workshop to review the recommendations proposed by Cordis Bright was held.

This paper to CMT is also part of the consultation for the changes. The findings and officers recommended response will need to go through our partnership infrastructure.

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

- 5.1. The Council and partners will find the most cost effective ways of delivering these functions within existing budgets.

### **6 LEGAL AND STATUTORY IMPLICATIONS**

- 6.1. The Council and Partners have a range of statutory functions relating to the services detailed in this report. The new arrangements are intended to strengthen our oversight of the delivery of these duties.

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



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

- 1.1 Cordis Bright Executive Summary and recommendations
- 1.2 draft proposed structure chart under the new governance
- 1.3 draft terms of reference for the new VAWG strategic board

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**9 BACKGROUND PAPERS**

CORDIS BRIGHT NEEDS ANALYSIS SEPT 2014

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Executive Summary

London Borough of Merton

# Domestic Violence and Abuse Strategic Needs Assessment

September 2014



**CordisBright**

*Consulting*

# Executive Summary

## Introduction

This document summarises the findings and recommendations arising from the London Borough of Merton's Domestic Violence and Abuse strategic needs assessment, delivered by Cordis Bright between April and July 2014. Please see the full report for more information and evidence that informs the following.

## Review of European, National, Regional and Local strategies

We reviewed strategies aimed at tackling domestic violence and abuse and also violence against women and girls. There is a high level of consistency among these strategies, which should offer clarity to the London Borough of Merton in developing their future strategic plans. The central recurring themes are:

- Culture change and prevention (including programmes for perpetrators).
- Multi-agency working and information sharing, including the need to recognise the wider vulnerabilities of victims/survivors and perpetrators.
- Providing effective support for victims/survivors.
- Including under-represented groups.
- Supporting those aged 16-17.
- Providing services for women who are subject to sexual violence and exploitation.
- Securing health, social and economic wellbeing for victims/survivors.
- Securing justice (through specialist courts where possible) and effective management of perpetrators.
- Effective leadership.
- Focusing on outcomes.

## What works in tackling domestic violence and abuse?

The literature suggests that an effective response to tackling domestic violence and abuse and other forms of VAWG displays the following attributes:

- Strategic, joint commissioning which demonstrates:
  - A focus on outcomes.

- Effective partnership working across a range of providers to ensure co-ordinated intervention, including health, police, probation, education, children and young people's services, social care, housing, voluntary and community services.
  - Clear links between commissioning and strategic plans.
  - Specification of governance processes, incorporating victims/survivors views.
  - Standardisation and clarity of principles and standards across services.
  - Sustainability of VAWG services.
  - Clear care pathways.
  - Comprehensive needs assessment.
  - Community engagement.
  - Effective monitoring and evaluation.
- Effective partnership working, ideally based on the Identification and Referral to Improve Safety programme (IRIS), and an understanding of care pathways.
  - Effective information sharing within and between agencies.
  - Targeted, coordinated multi-agency support for high-risk victim/survivors. This should include four Independent Domestic Violence Advisors (IDVAs) and one Multi-Agency Risk Assessment Conference (MARAC) Co-ordinator per 100,000 of adult female population.
  - Taking opportunities to embed IDVAs into other agencies where domestic violence and abuse may come to light (especially maternity services or A&E).
  - A focus on prevention via cultural change within communities, including awareness-raising in schools.
  - Specialist services to support children who are involved in domestic violence situations, including joint services with their mothers/carers, and children's workers who can deliver services in refuges and through play therapy.
  - Ongoing training and development for practitioners, especially regarding first responses, across a range of partner agencies (e.g. education, children and young people's services, police, health, social care).
  - Providing separate services for men who are victims/survivors.
  - The use of Specialist Domestic Violence Courts which have strong partnerships and systems, dedicated staff receiving good training, strong MARACs and IDVAs, safe court facilities and criminal justice perpetrator programmes.

Our review was unable to uncover clear evidence of the benefits of perpetrator programmes. It was also difficult to uncover evidence of "what works" in relation to FGM, forced marriage, honour-based violence and services for minority groups. This is similar to the findings of the review contained in the latest NICE

guidance (NICE, 2014). However, it is generally agreed that voluntary and community groups have an important role to play in tackling these issues.

## Prevalence and demand for services

### *Introduction*

There are a number of difficulties in gathering reliable data regarding prevalence of domestic violence and abuse. Forms of domestic violence and abuse are often “under-reported” and “hidden”. Equally, a low level of reporting may not necessarily mean an absence: it may instead reflect difficulties in reporting and recording.

### *Number and nature of domestic violence and abuse incidents*

- Applying findings from the ONS statistical bulletin *Focus on: Violence Crime and Sexual Offences, 2011-2012* (ONS, 2013) indicates that 4,760 women and 3,225 men may have experienced **some form of domestic abuse** in Merton (including partner or family non-physical abuse, threats, force, sexual assault or stalking).<sup>1</sup>
- Merton’s JSNA indicates that in 2012 and 2013, 79% of the victims of *reported* offences in Merton were female.
- Merton’s JSNA indicates that in 2012-2013 most reported offences occurred in Mitcham and the East of the borough.
- The majority of victims of *reported* domestic abuse and violence are white and aged between 20 and 29.
- In 2012, 8% of victims in Merton were repeat victims of domestic violence and abuse.
- National research suggests that 66% of victims are likely to have children living in or visiting the home where domestic violence or abuse is taking place (CAADA, 2012a).
- The Crime Survey for England and Wales indicates that, nationally, victims are likely to be experiencing other challenges or vulnerabilities in their lives. Examples include: being single (or divorced), unemployed, frequenters of bars and nightclubs, on low incomes, living in relatively deprived circumstances, etc.

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<sup>1</sup> These figures have been gathered by applying crime rates from the ONS statistical bulletin which related to those aged 16-59 against Merton resident population data for those aged 16-59.

- Merton's JSNA indicates that perpetrators are most likely to be male, White European, aged between 30 and 39, and the ex-boyfriend, boyfriend, husband or son of the victim.
- The Crime Survey for England and Wales shows that in 40% of domestic violence cases, the perpetrator had been under the influence of alcohol, and in 13% of cases, the perpetrator had been under the influence of drugs.
- Data from Public Health England suggests that alcohol may be a factor in around 10-15% of sexual offences in Merton.

### *Comparison with similar boroughs*

There is some evidence to suggest that rates of domestic violence and abuse in Merton may be lower than in other comparable boroughs:

- Metropolitan Police Service (MPS) data and findings from Merton's joint strategic needs assessment (JSNA) suggest that the reported number of domestic violence offences in the borough has been reasonably stable at somewhere between 750 and 900 for the last three years.
- Merton has fewer reported domestic violence incidents and offences than almost any other London Borough. (Only Kingston, Kensington & Chelsea and Richmond have fewer).
- Merton residents appear to make around 19 calls per month to the pan-London sexual and domestic violence helpline; residents from the majority of other London boroughs make more use of this helpline.

However, MPS data suggests that there may have been an increase in rape cases in 2012-2013 in Merton, taking the total number of cases to around 80. This is slightly higher than similarly-sized Sutton and Richmond.

This data also suggests that the number of reported sexual offences in Merton was relatively stable at just under 150 per year for the last 5 years. This is consistent with the findings for similarly-sized Sutton, although somewhat higher than for Richmond.

### *Prevalence of VAWG-related issues*

Local data is not available for the prevalence of some VAWG related issues. However, national and regional data suggests the following:

- Estimates of Female Genital Mutilation vary enormously, from 11 offences between 2006 and 2011 (Freedom of Information request to the MPS in June 2011) to 4.5% of all maternities in Greater London.
- The Forced Marriage Unit (FMU) gave advice in 1,485 cases in 2012, of which 114 involved victims with disabilities and 21% were based in Greater London.

- Iranian Kurdish Women's Rights Organisation research in 2011 finds that the MPS were alerted to 495 honour based crimes in a 12-month period.
- Reports of trafficking and sexual exploitation to the police have increased significantly over the last five years; 447 offences were reported to the MPS in 2012-2013.
- Research by Project Acumen finds that 2,600 women are victims of trafficking for sexual exploitation in England and Wales and 9,600 are vulnerable to it.
- 2012 MPS data indicates that there were 58 prostitution-related sexual offences across London in 2011 of which 37 related to trafficking for sexual exploitation.
- Stalking is one of the most common types of intimate violence, with the 2010-11 British Crime Survey showing that 4.1% of women aged 16-59 and 3.2% of men aged 16-59 having experienced stalking in the last year.

### Service mapping and analysis of gaps

The service mapping and gap analysis exercise suggests that there may be demand for:

- More casework provision (both high-risk IDVA-style provision and medium risk case-worker provision).
- A greater focus on multi-agency interventions to address the complex set of vulnerabilities which many victims/survivors and perpetrators display or experience. This focus should also include consideration of children as victims and of the impact of domestic abuse on children's outcomes.
- A slightly greater focus on services for LGBT, male and ethnic minority victims/survivors.
- Work with perpetrators.
- Services specifically focussing on early intervention and prevention.

We have been provided with evidence of around £545,000 being spent on Domestic Violence and Abuse and VAWG services across different departments in the London Borough of Merton, of which:

- 46% comes from Children's Schools and Families.
- 27% comes from Adult Social Care (Supporting People).
- 28% comes from Safer Merton.

Around 40% is spent "in-house" with the remainder being independently-provided. At least eight of these independent providers draw in additional



financial support from voluntary sector or other sources. It should be noted that these expenditure estimates are not complete. As such, they will not be entirely accurate. However, they offer some insight into current spending priorities.

Although there is some good practice in gathering evidence on outputs and outcomes achieved, there is generally an inconsistent approach to this across all stakeholders in Merton. This makes it difficult to assess the success or otherwise of these investments and also to compare the relative benefits of different services or interventions.

### **Consultation with stakeholders**

This methodology uncovered a relatively complicated set of messages, because there is a wide diversity of opinion regarding priorities and key areas for improvement. This may be linked to a lack of clarity regarding the strategy for domestic violence, abuse and VAWG in Merton.

- There is agreement on the importance of establishing a clear, robust, multi-agency strategy and leadership, as well as on the need for this strategy to drive joint commissioning and service delivery.
- Stakeholders agreed that demand for services is high and is likely to increase.
- Stakeholders identified future priorities in the areas of strategy and commissioning; prevention and early intervention; provision of specific services/interventions; the service user journey; professional training and awareness-raising; partnership working and collective response; supporting minority groups; services for perpetrators; recognising children as victims; substance misuse and exploring contextual factors.
- Stakeholders reported the importance of effectively addressing the needs of adult victims/survivors of domestic violence and abuse whilst also recognising the importance of supporting children and young people who have experienced domestic violence and abuse.
- Identified gaps in service provision included: support for male victims/survivors; support for minority groups; support for children and young people; services for perpetrators; prevention and early intervention; shortage of specific services/interventions; support for other types of abuse; use of mainstream services and professional training/awareness-raising.

### **Understanding the victim/survivor experience**

- There is evidence that repeat-victimisation may be relatively low in Merton, although this finding must be treated with caution.
- In keeping with good practice, there are a broad range of agencies actively involved in identifying, referring and supporting victims/survivors.

- However, the extent to which this activity is effectively co-ordinated, articulated and understood by all parties is not clear.
- Equally it is not clear that victims/survivors' wider vulnerabilities are necessarily being addressed.
- Efforts are underway to ensure that as many agencies as possible are able to effectively assess and prioritise risk, although ideally this work should be broadened.

### Recommendations

Figure 1 below outlines the recommendations which emerge from the needs assessment. In all cases, the financial costs of these recommendations are relatively low, although it is important to note that they will require officer time (including Director-level input) to implement effectively.

Figure 1 Recommendations

Recommendation	More Detail	Evidence base
<p><b>1. Agree a common definition for domestic violence and abuse, which should be applied across all future strategic and operational activity in the borough</b></p>	<p>This definition should extend beyond the current Home Office definition (which recognises victims aged 16 and over) and explicitly identify children and young people as potential victims of domestic violence and abuse.</p> <p>It would also be helpful for this definition to specifically articulate Merton’s position regarding domestic violence and abuse and VAWG. The current terminology appears (erroneously) to exclude the VAWG agenda, which can be confusing for stakeholders.</p>	<ul style="list-style-type: none"> <li>- Review of European, National, Regional and Local Strategies</li> <li>- Consultation with stakeholders</li> </ul>
<p><b>2. Put in place strong leadership and governance arrangements surrounding the Domestic Violence, Abuse and Violence Against Women and Girls agenda</b></p>	<p>A credible leader for this agenda needs to be identified and appointed within the local authority to ensure that Merton is able to comply with the good practice advice reiterated across European, National, Regional and Local strategies. Ideally this individual will have easy access to senior counterparts in the Police and Clinical Commissioning Group to ensure that all key agencies are aligning their strategies and activities.</p> <p>The re-instatement of a cross-departmental governance or leadership group is also essential to the effective functioning of Domestic Violence, Abuse and VAWG services in the London Borough of Merton.</p> <p>Key partners are likely to include: Police, Public Health, Communities and Housing, Children’s Schools and Families, Primary Care and Voluntary and Community Sector representation.</p> <p>Merton’s Domestic Violence forum will play an important role in the development and delivery of domestic violence, abuse and VAWG services.</p>	<ul style="list-style-type: none"> <li>- Review of European, National, Regional and Local Strategies</li> <li>- Review of “what works” in tackling domestic violence and abuse</li> <li>- Consultation with stakeholders</li> </ul>

Recommendation	More Detail	Evidence base
	<p>Its membership should be reviewed to ensure that it includes the following:</p> <ul style="list-style-type: none"> <li>• Representation from the cross-departmental governance or leadership group.</li> <li>• All operational leads for domestic violence, abuse and VAWG.</li> <li>• Practitioners from specialist domestic violence, abuse and VAWG services.</li> <li>• Practitioners from more universal services which are likely to encounter victim/survivors of domestic violence and abuse.</li> <li>• Service user representation.</li> </ul> <p>Its terms of reference should be reviewed to ensure it offers the following:</p> <ul style="list-style-type: none"> <li>• A forum for practitioners to share experiences, knowledge and good practice.</li> <li>• A channel of communication allowing the front-line experiences of service users and practitioners to be reflected “upwards” and for strategic messages and operational plans to be discussed, reviewed and implemented.</li> </ul>	
<p><b>3. The new governance arrangements will oversee the development of an</b></p>	<p>This strategy should have measurable outcomes and goals which are endorsed by the diverse departments and agencies involved in this agenda. This is likely to include the “pooling” of relevant indicators from Safer Merton Strategies, Children School &amp; Family Strategies,</p>	<p>- Review of European, National, Regional and Local Strategies</p>

Recommendation	More Detail	Evidence base
<p><b>outcome-focused strategy, to be developed and delivered by a partnership or operational group.</b></p>	<p>Community &amp; Housing Strategies and Public Health Strategies. It also needs to account for the reporting requirements of any local boards with an interest in domestic violence, abuse and VAWG (including, for example, the Local Safeguarding Children Board and Health and Wellbeing Board).</p> <p>In addition, it may be helpful to link this strategy to the outcomes articulated in the Home Office’s 2014 action plan and the Mayoral Violence Against Women and Girls strategy.</p> <p>This group should also be responsible for monitoring any legislative changes which are likely to affect or change the proposed strategy.</p>	<ul style="list-style-type: none"> <li>- Review of “what works” in tackling domestic violence and abuse</li> <li>- Consultation with stakeholders</li> <li>- Service mapping and analysis of gaps</li> </ul>
<p><b>4. Develop an outcome-focused evidence-led commissioning plan to ensure the strategy is delivered</b></p>	<p>In developing this plan, it is important to ensure the findings of recent, related needs assessments (i.e. Mental Health Needs Assessment, Dual Diagnosis Needs Assessment) are incorporated. Many of the planned interventions arising from these needs assessments will be targeted at a similar cohort of vulnerable individuals in Merton, so it is crucial to ensure that the commissioning and service delivery approach is sufficiently “joined-up”.</p> <p>The plan should also include the following elements:</p> <ul style="list-style-type: none"> <li>• Where practical, pool funds in order to reduce duplication of effort. (This report finds that at least £470,000 could be available for a domestic violence, abuse and VAWG pooled fund).</li> <li>• Consider wider streams of funding in addition to core business budgets.</li> </ul>	<ul style="list-style-type: none"> <li>- Review of European, National, Regional and Local Strategies</li> <li>- Review of “what works” in tackling domestic violence and abuse</li> <li>- Consultation with stakeholders</li> <li>- Service mapping and analysis of gaps</li> </ul>

Recommendation	More Detail	Evidence base
	<ul style="list-style-type: none"> <li>• Take into account the apparent service gaps identified in this needs assessment, i.e.:               <ul style="list-style-type: none"> <li>- Demand for more casework provision (both high-risk IDVA-style provision and medium risk case-worker provision).</li> <li>- A greater focus on multi-agency interventions to address the complex set of vulnerabilities which many victim/survivors and perpetrators display or experience, including considerations around children as victims.</li> <li>- A slightly greater focus on services for LGBT, male and ethnic minority victims/survivors.</li> <li>- Work with perpetrators and low threshold early intervention/prevention services (although it is important to be aware that the evidence base for “what works” in these fields is limited).</li> </ul> </li> <li>• Ensure that sub-contractors are involved in regular (for example, 6-monthly) dialogue about the overarching strategy for tackling domestic violence, abuse and VAWG in Merton. This may include:               <ul style="list-style-type: none"> <li>- Clarity about the overall goals for the borough, and their roles and responsibilities for delivering against these goals.</li> <li>- Opportunities for them to add value or undertake non-contracted activities in pursuit of these goals.</li> </ul> </li> </ul>	
<p><b>5. Clarify and implement strong performance management arrangements</b></p>	<p>This should include the following aspects:</p> <ul style="list-style-type: none"> <li>• Ensure that monitoring data across all departments is gathered collated, analysed and distilled in a joined-up way which enables effective comparison between services.</li> <li>• Require subcontractors to deliver against outcomes and gather evidence of outputs and outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>- Review of “what works” in tackling domestic violence and abuse</li> <li>- Consultation with stakeholders</li> </ul>

Recommendation	More Detail	Evidence base
	<ul style="list-style-type: none"> <li>Outline clear mechanisms for capturing service users' perspectives of services and ensure that these are systematically incorporated into performance management arrangements.</li> <li>Ensure that performance monitoring data supports informed decision-making regarding "what works", and what is "less successful" so that funds can be confidently channelled into activities which are making a difference.</li> <li>Consider linking London Borough of Merton's performance management arrangements to the London VAWG panel dashboard.</li> </ul>	<ul style="list-style-type: none"> <li>- Service mapping and analysis of gaps</li> </ul>
<p><b>6. Clarify, articulate and publicise arrangements for identifying victim/survivors, assessing risk and referring.</b></p>	<p>This should include the following elements:</p> <ul style="list-style-type: none"> <li>Provide and publicise ongoing training for the workforce in relevant services to enable them to: identify victim/survivors of domestic violence, abuse and VAWG; encourage victim/survivors to seek support; and make appropriate onward referrals.</li> <li>Ensure that an up-to-date directory of services (including referral criteria) is produced, regularly reviewed and well publicised so that practitioners and victim/survivors are informed about available services and how to access them.</li> <li>Continue and broaden efforts to ensure a commonly-agreed approach to the identification and prioritisation of risk, including the complexities of risk management in situations which are</li> </ul>	<ul style="list-style-type: none"> <li>- Review of what works in tackling domestic violence and abuse.</li> <li>- Service mapping and analysis of gaps.</li> <li>- Consultation with stakeholders.</li> <li>- Understanding the victim/survivor experience.</li> </ul>

Recommendation	More Detail	Evidence base
	<p>likely to be fluid and changing. These activities are likely to include:</p> <ul style="list-style-type: none"><li>- Continued efforts to train front-line professionals across a range of agencies to identify and prioritise risk, using the CAADA DASH (or similar jointly-agreed tool).</li><li>- Ensure that arrangements for prioritising low-risk, medium-risk and high-risk cases is clear and consistent. This is likely to include IDVA involvement in reviewing medium- and high-risk cases which have been referred from elsewhere.</li><li>- Ensure that practitioners other than IDVAs are competent and confident to effectively guide low-risk victim/survivors to those organisations that can best support them.</li></ul>	





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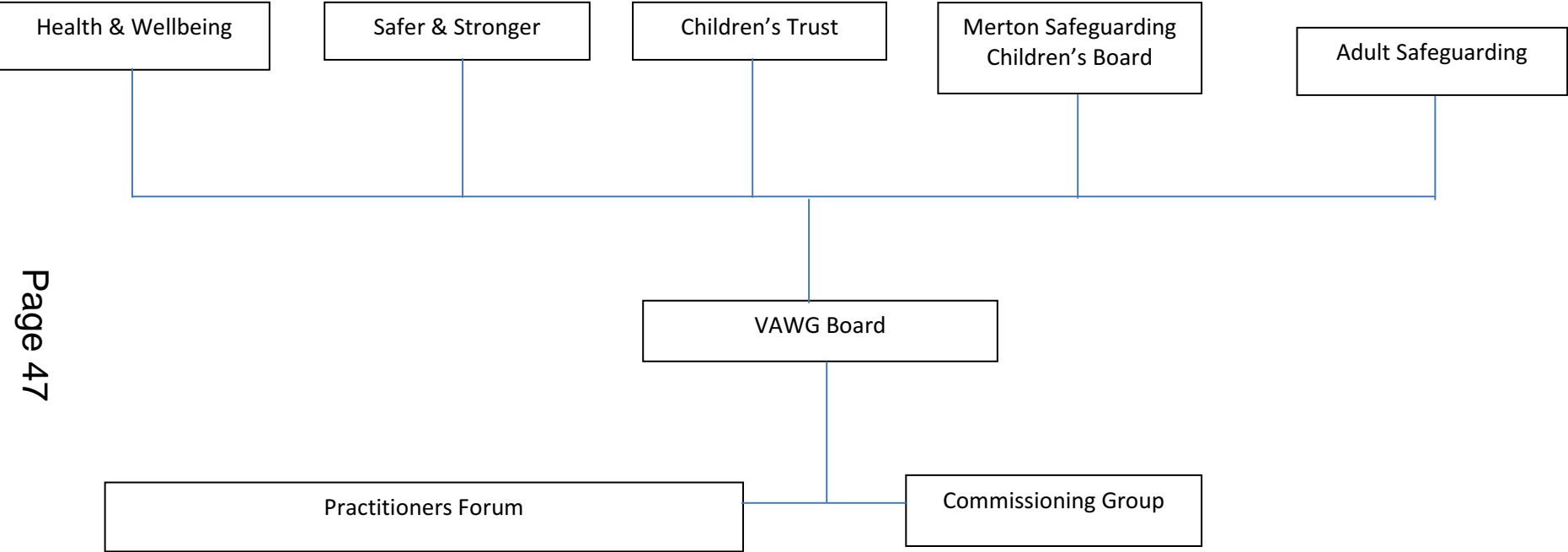
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**DRAFT VAWG Governance Structure Chart**



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# **DRAFT**

## **Violence against Women and Girls Board**

### **Section1: Terms of Reference**

The VAWG Board will oversee the delivery of the council's and partnership's response to:

- Domestic Violence
- Rape and Sexual Violence
- Female Genital Mutilation
- Forced Marriage
- Crimes in the name of "honour"
- Sexual Harassment
- Stalking
- Trafficking
- Prostitution and Sexual Exploitation
- Children at risk of sexual Exploitation

This will be carried out inline with the Mayor of London's "The way forward a call for action to end violence against women" and in the context of the London Safeguarding Children's Board agreed pan London Protocols.

### **Purpose**

To set the strategic direction for Merton's partnership work on VAWG

To commission an over-arching strategy encompassing the VAWG key strands and establishing clear local priorities.

To hold partnership leads for specific strands of activity to account through and effective performance framework.

To improve joint working in relation to commissioning VAWG services

To improve practitioner joint working, risk assessment and practice

To ensure the operational delivery of the recommendations from the VAWG Needs Assessment and to implement the VAWG agenda within the borough.

## **Section 2: Operation of the Board**

### **Good Practice**

The VAWG Board agrees to work to the best practice.

### **Membership**

- CMT Lead (co-chair)
- Strategic Lead within Merton Police ( co-chair)
- Chair of the MARAC
- Representatives from Children’s Safeguarding, Education and Care
- Housing Needs Manager
- Assistant Chief Probation Officer
- Merton Victim Support Manager
- Strategic Lead within Public Health
- Lead within Adult Safeguarding
- Lead within MVSC
- Victim Support, Merton Manager

### **Support**

This will need to be resolved through the discussions re Safer Merton but will need to cover policy and strategy development, performance/needs assessment and administration.

Designated leads will be needed from service areas

### **Substitution**

All members will attempt to send a named substitute with delegated authority to the meetings that they are unable to attend.

### **Chairing**

The Director for Children Schools and Families and senior Police officer will co-chair the meeting.

### **Frequency**

There will be two meetings held in 2014. From 2015 the board will meet 3 times a year with the practitioners group and Commissioning group meeting between this board.

The duration of these meeting will be no longer than 2hrs.

The first year's meetings will be booked in advance at the first meeting, and then annual bookings will be made.

### **Core Agenda Items**

The agenda will contain certain core items that will appear each meeting, as well as meeting-specific items. The agenda will always include:

- Welcome/apologies
- Minutes of the last meeting
- Outstanding actions

A full standard agenda will be agreed by the board.

### **Reporting**

The work of the VAWG Board will report to: Children's Trust, Merton Safeguarding Children's Board, Safer & Stronger Strategy Group and the Health and Wellbeing Board.

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## Committee: Overview and Scrutiny Commission

Date: 25 November 2014

Wards: ALL

**Subject: My Merton distribution**

Lead officer: Ged Curran

Lead member: Councillor Mark Allison

Contact officer: Sophie Poole

---

### Recommendations:

- A. The Commission is requested to discuss and comment on the report and advise if further data is required
- 

## 1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

The commission has requested a brief report on the distribution of the circulation and distribution of My Merton, to include results from the Annual Residents Survey in relation to readership. This report is provided as an information paper which sets out the relevant data for the commission's consideration.

## 2

### BACKGROUND AND CURRENT SET UP

- 2.1. My Merton is the council's resident magazine which is produced quarterly and delivered door to door to 81,000 households across the borough. London Letterbox is the council's current distribution supplier.
- 2.2. In addition, approximately 3000 copies are available at council satellite offices across the borough including libraries. Copies are also available at the Wimbledon Information Desk in Centre Court Shopping Centre. A digital copy of My Merton is available to download from the council website, where readers will also find an archive of back issues. A link to the digital version is shared via the council's social media channels, Twitter and Facebook and can be accessed via the council's digital news room. So far in 2014, the digital version of My Merton has been received a total of 4480 visits, averaging 1200 visits per issue.
- 2.3. My Merton has been in circulation since October 2003. It was originally set up as a bi-monthly magazine with 80,000 copies distributed by Royal Mail to every household in Merton. Copies were also available at key locations across the borough. Although the magazine itself was well received, the council received a number of complaints from residents regarding unsuccessful delivery. Therefore in 2005, the council changed to the current delivery supplier, London Letterbox.
- 2.4. In 2010 the frequency of the magazine reduced to quarterly in order to find savings. In 2011, the Local Government Publicity Code was revised

stating that all council magazines should be produced on a quarterly basis or less. In 2014, the Local Government Publicity Code became legislation.

## PREVIOUS COUNCIL PUBLICATIONS

- 2.5. The council's first resident publication was published in 1994 and was a monthly newspaper. Named Merton Messenger, it was delivered door to door to every household in Merton. In 1999, the paper was replaced by a quarterly magazine called the new Merton Messenger in order to find savings.
- 2.6. In 2000 the decision was taken to take Merton Messenger as a saving. Instead, in 2001, the council redirected its advertising spend, placing a double page advertorial in the local Guardian each week as a way of keeping residents informed.
- 2.7. Over time the Guardian reduced the circulation of their paper across the borough. As a result the council received a significant number of complaints from residents not receiving a copy of the Guardian. Therefore in 2003, a decision was taken to reinstate a council magazine to be delivered to every household in the borough, the result of which is My Merton

## ANALYSIS OF ANNUAL RESIDENT SURVEY RESULTS

- 2.8. In 2002 and 2010, IPSOS MORI and LGA together with the IDeA conducted a piece of research to investigate what affected councils informed rating. Not surprisingly, having a regular council publication was found to have a direct impact on the number of residents who said they feel informed about the council.

It is useful to see how the annual residents' survey informed ratings have been affected over the last 20 years, when the distribution or frequency of the magazine has changed. A breakdown of these figures is in Appendix 1 with a key summary in the table below:

Year	Rating	% -/+	Distribution	Circulation	Issues per year	Publication
1995	69%	0	Door to door	Borough-wide	12	Merton Messenger
1999	50%	-19%	Door to door	Borough-wide	4	New Merton Messenger
2002	61%	+11	Local paper	Reduced coverage	52	Merton News
2004	56%	-5	Door to Door Royal Mail	Borough-wide	6	My Merton
2005	62%	+7	Door to Door London Letterbox	Boroughwide	6	My Merton
2007-2013	70% and over	Merton performs consistently above the London and Outer London average. The current informed rating is 76%.				

- 2.9. Since 2007, the informed rating has been consistently about the London and outer London average. It is also worth noting that the informed rating did not dip in 2010 following a reduction in frequency from bi-monthly to

quarterly. However this also coincided with the magazine first being available online, and therefore it is possible residents started to view the digital version of My Merton instead.

## READERSHIP

2.10. Since 2012, the annual residents' survey has included a question, asking how residents keep informed about what's happening in Merton. In 2012, the local Guardian came top, with My Merton second and the council website third. In 2013, My Merton took the top spot, followed by the local Guardian with the council website coming third.

2.11. Delving deeper into the results, the table featured below shows how residents responded by age. Predominantly residents who are 50 years old and over said they read My Merton to keep informed about what's happening in Merton. It is worth noting that 26% of residents aged 18-34 said they use the council website.

Age	My Merton	Website
18-34 year olds	19%	26%
35-49 year olds	33%	29%
50-59 year olds	42%	28%
60+	47%	13%

2.12. Slightly more females (33%) than males (32%) chose My Merton as their preferred channel. Looking at ethnicity, 36 per cent of people who classified themselves as white responded to say they read My Merton to keep informed about what is happening in Merton, with 25 per cent from the BME population. This figure is broken down by Asian (27%) and Black/Black Brit (25%).

2.13. For social economic backgrounds, the largest group was C1.

	My Merton	Website
<b>AB</b>	33%	29%
<b>C1</b>	35%	26%
<b>C2</b>	33%	23%
<b>DE</b>	28%	21%

2.14. Looking at working status, people who are retired responded with the highest percentage (45%), followed by those in employment (31%) and unemployed (25%). Households without children (32%) came out slightly higher compared to households with children (33%).

- 2.15. Breaking readership down by location, My Merton is read more in Mitcham and Morden, than in Wimbledon. The ward clusters are set out as follows:

	<b>My Merton</b>	<b>Website</b>
Village/Hillside/Raynes Park/Wimbledon Park	22%	23%
Dundonald/Trinity/Abbey	20%	23%
Cannon Hill/Merton Park/W.Barnes/Lower Morden	33%	23%
Lavender Fields/Pollards Hill/Figge's Marsh	36%	24%
Ravensbury St Helier/Cricket Green	45%	23%
Colliers Wood Graveney/Longthornton	38%	30%

- 2.16. The same set of questions are being asked in the 2014 survey, so response rates can start to be tracked over time.

### **3 ALTERNATIVE OPTIONS**

As this paper is for information there are no alternative options being put forward for consideration at this stage.

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

Again as this is an information paper, no consultation has taken place in relation to this paper at this stage.

### **5 TIMETABLE**

As this paper is for information there is no timetable for delivery at this stage.

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

As this paper is for information there are no implications at this stage. However it is worth noting that the distribution supplier is commissioned on an issue by issue basis, therefore there is no binding contract.

### **7 LEGAL AND STATUTORY IMPLICATIONS**

As this paper is for information there are no implications at this stage. My Merton is a non-statutory function.

## 8 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

As this paper is for information there are no implications at this stage. However if the council were to review the distribution method, consideration to accessibility would need to be carefully considered, as previous experience has demonstrated.

## 9 CRIME AND DISORDER IMPLICATIONS

As this paper is for information there are no implications at this stage.

## 10 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

As this paper is for information there are no implications at this stage.

## 11 BACKGROUND PAPERS

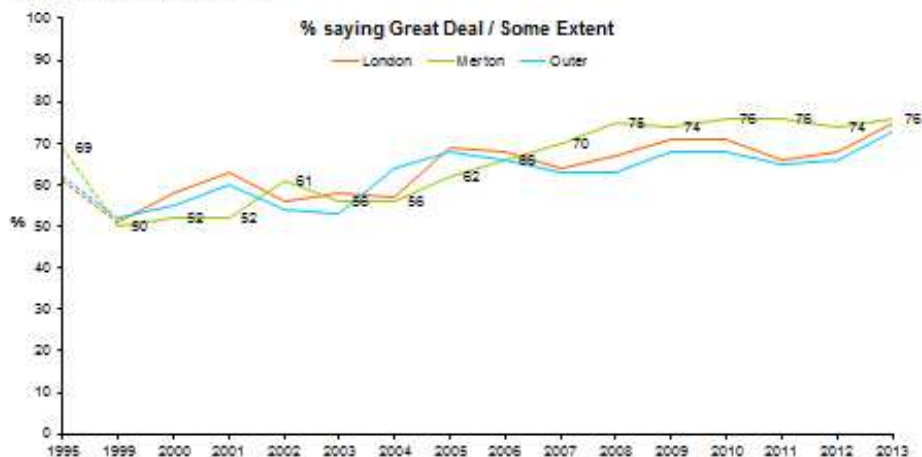
Annual Residents Survey results - 2013

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

### Appendix 1

#### Keeps residents informed

Merton continues to score slightly above the London-wide average despite the gap narrowing in 2013



Source: Q3 These are some things which other people have said about their council. To what extent do you think these statements apply to your borough?  
Base: All adults 2013 (Merton: 1032, London: 1020)



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

4<sup>th</sup> November 2014

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

11<sup>th</sup> November 2014

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

12<sup>th</sup> November 2014

## **Overview and Scrutiny Commission**

25<sup>th</sup> November 2014

**Agenda item:**

**Wards:**

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

**Lead officer:** Caroline Holland

**Lead member:** Councillor Mark Allison

**Contact officer:** Paul Dale

**Forward Plan reference number:**

---

### **Recommendations:**

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

---

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

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

## 2. **Details - Revenue**

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

2.2 At the meeting Cabinet

RESOLVED: That

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

## 3. **Alternative Options**

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

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

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

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

5.1 Further work will be undertaken as the process develops.



## 6. **Timetable**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## **BACKGROUND PAPERS**

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

Budget files held in the Corporate Services department.

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

Budget Monitoring working papers

MTFS working papers

13. **REPORT AUTHOR**

- Name: Paul Dale
- Tel: 020 8545 3458

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

# Cabinet

**Date: 20 October 2014**

**Subject: Business Plan 2015-19**

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

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

**Contact Officer:** Paul Dale

## **Urgent report:**

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

## **Recommendations:**

---

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

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

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

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

## **Details**

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

#### **2.1 Background**

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

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

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

#### **2.3 Review of Assumptions**

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

##### **2.3.1 Pay**

The current assumptions regarding pay inflation incorporated into the MTFS are

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

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

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

**Provision for Pay Inflation:**

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

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

**2.3.2 Prices**

The current assumptions regarding price inflation incorporated into the MTFS are

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

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

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

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

The latest projections are included in the following table:-

**Provision for Price Inflation:**

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

**2.3.3 Inflation > 1.5%:**

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

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

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

**2.3.4 Growth**

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

**2.4 Income**

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

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

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

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

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

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

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

## 2.5 Pension Fund

2.5.1 The Government believes that there is scope for significant savings to be achieved through reform of the Local Government Pension Scheme. The new Local Government Pension Scheme which came into effect on 1 April 2014 is the first scheme to be introduced that follows Lord Hutton's principles for reform as enacted in the Public Service Pensions Act 2013.

2.5.2 The Government has recently consulted local authorities and other interested parties in its consultation paper "Local government pension scheme – opportunities for collaboration cost savings and efficiencies". The consultation sets out the evidence for proposals for reforms to the Local Government Pension Scheme and opportunities to deliver savings for local taxpayers. The Government seeks respondents' views on the proposals set out and asks respondents to consider how if adopted, those reforms might be implemented most effectively. Merton is working with London Councils on the potential for Collective Investment Vehicles to gain economies of scale from pooling

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

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

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

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

### 2.6.1 Background

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

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

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

### 2.6.4 Funding Forecast for 2015/16

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

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

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



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

2.6.7 Funding Forecasts for 2016/17 to 2018/19

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

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

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

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

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

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

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

throughout the business planning process as more information becomes available.

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

## 2.7 Council Tax and Collection Fund

### 2.7.1 Council Tax

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

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

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

### 2.7.2 Collection Fund

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

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

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

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

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

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

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

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

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

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

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

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

## 2.8 Re-priced MTFS 2014-18

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

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

2.8.2 A more detailed MTFS is included as Appendix 1. As can be seen from paragraph 2.4 of this report, the gap in 2015/16 is equivalent to an increase in income for fees of charges of 2%. However, where departments are unable to increase income at this time, savings proposals can be substituted in their place. The extent to which income/savings cannot be raised to balance the budget in 2015/16, will be met by re-profiling reserves but clearly this is a short-term fix as they can only be used once and departments will be required to meet their targets at a later date over the period of the MTFS.

2.8.3 The gap over the four year period is about £32m which is substantial and reflects the latest projections of government funding. There are risks involved from the current economic situation which may increase the gap and similarly, use of reserves to fund the gap only provides one-off funding and there is still a necessity to find ongoing savings in future years to maintain a balanced budget.

2.8.4 The flexibility introduced to enable service departments to look at income increases and savings proposals together should result in more effective planning. It still ensures that the capacity of each department to generate income and identify expenditure reductions is reflected in the targets set.

2.8.5 A summary of the targets analysed over savings targets previously set but not met, new savings targets based on controllable expenditure, and income targets based on latest income capacity is included as Appendix 3.

## 2.9 Summary

2.9.1 There has been a substantial improvement in the council's strategic approach to business planning in recent years and it is important that this is maintained. Planning should be targeted towards the achievement of a balanced budget over the four year MTFS period rather than on a single year as has been the norm previously. The progress made in reducing the gap to more manageable levels has to be continued this year.

2.9.2 Progress made in recent years in identifying savings over the whole period of the MTFS has reduced pressure on services to make short-term, non-strategic cuts. However, because there is still a sizeable gap over the four year period, there is a need to set savings targets aimed at eliminating this gap.

## 3. Approach to Setting a Balanced Budget

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

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

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

b) Review of Central Items

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

c) Further Departmental Savings/Income Targets

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

d) Review of funding

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

e) Capital Programme 2015-19

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

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

### 3.2 Formula Grant and Business Rates Retention

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

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

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

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

3.4.1 The draft budget gap in 2015/16 is currently balanced assuming use of reserves of c.£4m and that departments achieve their income targets. However, it is also dependent on c. £13 m of pre agreed savings being achieved in 2014/15 and 2015/16. It is imperative that firm discipline is maintained in delivering these and departments should be beginning the planning for delivering 2015/16 savings now. Where difficulties are foreseen with any 2014/15 or 2015/16 savings then alternative measures must be identified before the 2015/16 budget is set.

3.4.2 If the outstanding savings and income targets are delivered then it may remain possible to balance 2015/16 without requiring further service savings in that year through the impact of changes in capital financing, potential grant income and adjusting profiling of planned use of reserves set aside to balance the budget. Some aspects of this have been built into the latest MTFS model but more work is required.

3.4.4 Savings will however be required to balance budgets from 2016/17 onwards and targets will need to be set for this and options brought forward during the budget process.

3.4.5 It should also be recognised that in setting the 2014/15 budget not all savings targets were achieved. Prior to modelling options against the controllable budgets will be the identification by departments of the underachieved 2014/15 and future year targets where reductions were not agreed by members.

3.4.6 Last year the savings targets set were:-

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

### 3.6 Replacement Savings

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

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

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

#### 3.6.3 Proposed Amendments to Previously Agreed Savings

##### Children, Schools and Families

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

##### Environment and Regeneration

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

##### Community and Housing

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

Equalities impact assessments will be available for scrutiny where required.

#### 3.6.4 Summary

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

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

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

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

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

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

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

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

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

4.5 Review of Children, Schools and Families Capital Provision

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

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

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

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

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

a) Review of CSF Expansion Programme

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

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

b) Non-School Expansion Schemes

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

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

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

## 5. Service Planning for 2015-19

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

## 6. Alternative Options

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

## 7. Consultation Undertaken or Proposed

- 7.1 All relevant bodies have been consulted.

## **8. Timetable**

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

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

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

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

- 10.1 As outlined in the report.

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

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

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

- 12.1 Not applicable.

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

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

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

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

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

Appendix 3 – Service Department Targets

Appendix 4 - Business Plan Timetable 2015-19

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

Appendix 6 – Replacement Savings – CSF and E&R

Appendix 7 – Service Planning Timetable

Appendix 8 – Interim Service Plans

**15. Background Papers**

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

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

**16. REPORT AUTHOR**

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

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

## APPENDIX 2

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

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



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

## APPENDIX 3

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

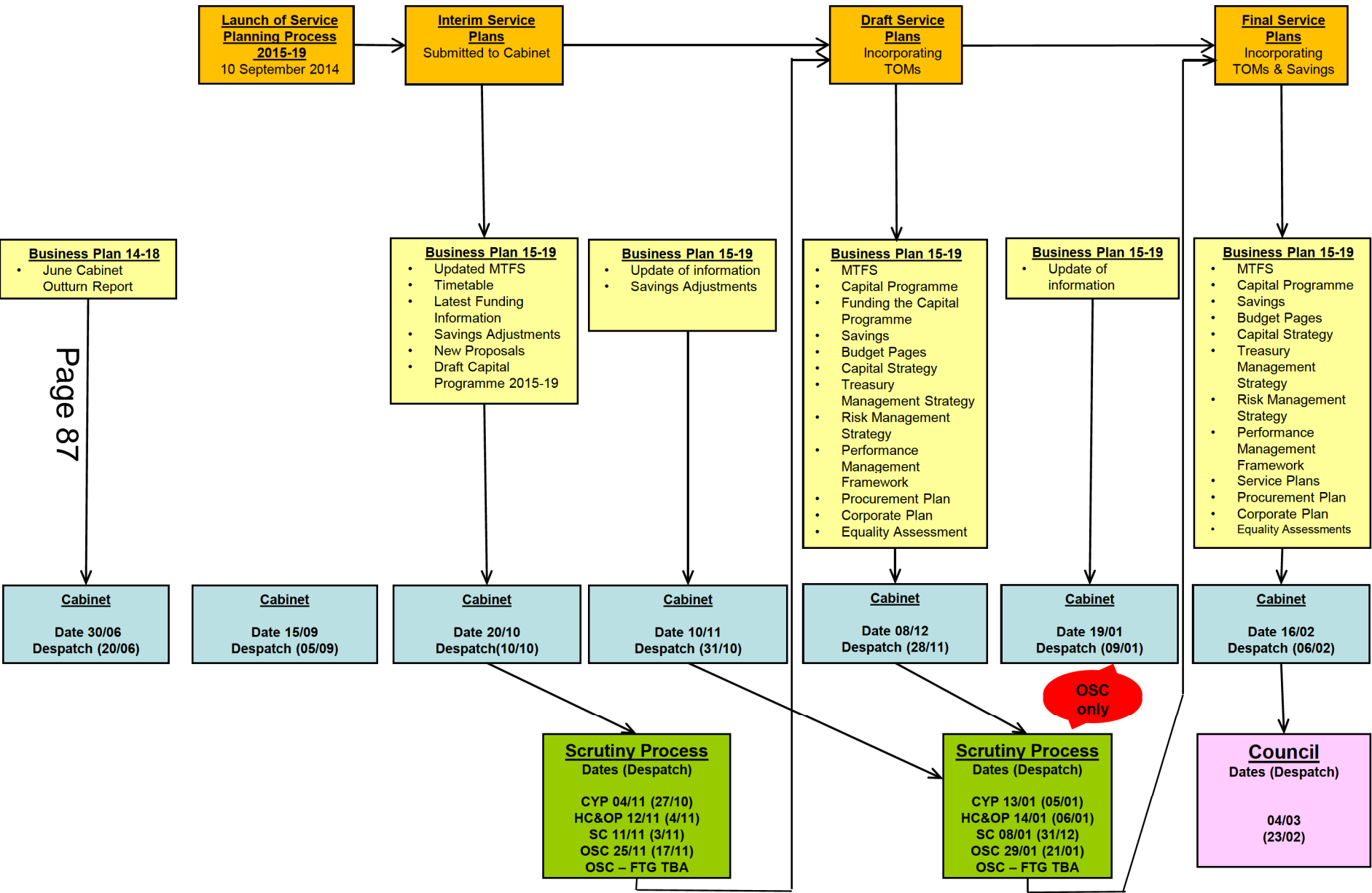
<b>BALANCE OF 2014/15 SAVINGS</b>	<b>2015/16 £000</b>	<b>2016/17 £000</b>	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>Total £000</b>
Corporate Services	0	1,100	772	0	1,872
Children, Schools and Families	0	1,552	804	0	2,356
Environment and Regeneration	0	3,261	2,627	0	5,888
Community and Housing	0	1,848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

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

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

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

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





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

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

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

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





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

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

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

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<b>Environment and Regeneration</b>	<b>Updated Budget 14/15</b>	<b>Updated Budget 15/16</b>	<b>Updated Budget 16/17</b>	<b>Updated Budget 17/18</b>	<b>Proposed Budget 18/19</b>	<b>Indicative Budget 19/20</b>	<b>Indicative Budget 20/21</b>	<b>Indicative Budget 21/22</b>	<b>Indicative Budget 22/23</b>	<b>Indicative Budget 23/24</b>
Tamworth Paddling Pool	160,000	0	0	0	0	0	0	0	0	0
Mitcham Common Conservators	100,000	0	0	0	0	0	0	0	0	0
Living Wandle Ravensbury Park	76,200									
GLL Football	25,000									
Outdoor Gyms	60,000									
<b>Total Greenspaces</b>	<b>966,200</b>	<b>307,780</b>	<b>425,000</b>	<b>250,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>
<b>Highways General Planned Works</b>										
Surface Water Drainage	62,070	62,000	69,000	69,000	69,000	69,000	69,000	69,000	69,000	69,000
Highways bridges & structures	370,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000
Maintain AntiSkid and Coloured	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000
B340MOSS rpt (land Rutlish Rd)	0	0	0	0	0	0	0	0	0	0
B497/8 Lombard Rd Improvements	0	0	0	0	0	0	0	0	0	0
River Wandle Footbridge	43,320	0	0	0	0	0	0	0	0	0
B453 Haydons Road	0	0	0	0	0	0	0	0	0	0
New Traffic Schemes	0	0	0	0	0	0	0	0	0	0
B638d/e Sustainable Transport	0	0	0	0	0	0	0	0	0	0
B646a Lombard Industrial Estat	48,070	0	0	0	0	0	0	0	0	0
B646b 7 Abbey Road	0	0	0	0	0	0	0	0	0	0
B639a Fair Green	42,600	0	0	0	0	0	0	0	0	0
B642 Streatham Rd	4,140	0	0	0	0	0	0	0	0	0
B671 Victoria Road	30,280	0	0	0	0	0	0	0	0	0
B674a-d Phase 1 Lambton Rd	31,910	0	0	0	0	0	0	0	0	0
B673a-c Phase 2 Lambton Rd	25,000	0	0	0	0	0	0	0	0	0
<b>Total Highways General Planned Works</b>	<b>747,390</b>	<b>412,000</b>	<b>419,000</b>	<b>419,000</b>	<b>419,000</b>	<b>419,000</b>	<b>419,000</b>	<b>419,000</b>	<b>419,000</b>	<b>419,000</b>
<b>Highways Planned Road Works</b>										
Borough Roads Maintenance	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Homezones	0	0	0	0	0	0	0	0	0	0
Severe Weather Maintenance	283,100	0	0	0	0	0	0	0	0	0
<b>Total Highways Planned Road Works</b>	<b>1,783,100</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>

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Environment and Regeneration	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicative Budget 21/22	Indicative Budget 22/23	Indicative Budget 23/24
<b>Leisure Centres</b>										
Leisure Centre Plant & Machine	280,960	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Morden Park Pool	1,000,000	10,000,000	0	0	0	0	0	0	0	0
Wimbledon Park Watersport Centre	0	0	0	0	0	0	0	0	0	0
Multi use Games Area at Canons	215,000	0	0	0	0	0	0	0	0	0
St Marks Academy Flood Lights	93,330	0	0	0	0	0	0	0	0	0
Public Halls	20,000	0	0	0	0	0	0	0	0	0
Wimbledon Park Lake De-Silting	0	0	0	0	1,500,000	0	0	0	0	0
<b>Total Leisure Centres</b>	<b>1,609,290</b>	<b>10,300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>1,800,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>
<b>Other E&amp;R</b>										
Vestry Hall	0	0	0	0	0	0	0	0	0	0
Wimbledon Library Flat	0	0	0	0	0	0	0	0	0	0
Big Lottery Play Areas	27,160	0	0	0	0	0	0	0	0	0
Priests House	0	300,000	0	0	0	0	0	0	0	0
Mobile Working Initiative	65,500	0	0	0	0	0	0	0	0	0
B551 B553 Mitcham schemes	0	0	0	0	0	0	0	0	0	0
B502/3 Going for Gold Actn Pln	0	0	0	0	0	0	0	0	0	0
WCA investment	0	0	0	0	0	0	0	0	0	0
Wimbledon Park Community Assn	21,680	0	0	0	0	0	0	0	0	0
Merton Energy Loan Fund	0	0	0	0	0	0	0	0	0	0
Garth Rd Workshop	0	0	0	0	0	0	0	0	0	0
Garage for Mayors Car	0	0	0	0	0	0	0	0	0	0
Invest to Save	0	0	0	0	0	0	0	0	0	0
Wimbledon Scout Group	0	0	0	0	0	0	0	0	0	0
<b>Total Other E&amp;R</b>	<b>114,340</b>	<b>300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>







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

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

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

Appendix 5c

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

<b>Merton</b>	<b>Updated Budget 14/15</b>	<b>Updated Budget 15/16</b>	<b>Updated Budget 16/17</b>	<b>Updated Budget 17/18</b>	<b>Proposed Budget 18/19</b>	<b>Indicative Budget 19/20</b>	<b>Indicative Budget 20/21</b>	<b>Indicative Budget 21/22</b>	<b>Indicative Budget 22/23</b>	<b>Indicative Budget 23/24</b>
Total Corporate Budgets	0	0	0	0	0	0	0	0	0	0
Total Buisness Improvement	0	0	0	0	0	0	0	0	0	0
Total Corporate Governance	0	0	0	0	0	0	0	0	0	0
Total Resources	0	0	0	0	0	0	0	0	0	0
Total Information Technology	0	0	0	0	172,000	0	0	0	0	0
Total Facilities Management	0	0	0	0	800,000	0	0	0	0	0
<b>Total Corporate Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>972,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Community and Housing</b>										
Total Adult Social Care	0	0	0	0	0	0	0	0	0	0
Total Housing	0	0	0	0	0	0	0	0	0	0
Total Libraries	0	0	0	0	0	0	0	0	0	0
<b>Total Community and Housing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Children, Schools and Families</b>										
Total Primary School Expansions	0	0	(200,000)	(3,250,000)	(3,200,000)	(3,200,000)	0	0	0	0
Total Secondary School Expansions	0	0	(100,000)	(2,200,000)	(6,399,210)	0	0	(150,000)	(3,320,430)	0
Total SEN	0	100,000	0	3,000,000	0	0	0	0	0	0
Total Other	0	222,460	2,002,140	1,925,580	2,124,530	215,600	646,800	451,580	58,800	58,800
<b>Total Children, Schools and Families</b>	<b>0</b>	<b>322,460</b>	<b>1,702,140</b>	<b>(524,420)</b>	<b>(7,474,680)</b>	<b>(2,984,400)</b>	<b>646,800</b>	<b>301,580</b>	<b>(3,261,630)</b>	<b>58,800</b>

**Movement from Current to Proposed Summary Capital Programme 2014-19 and Indicative Programme to 2023/24 Continued.....**

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

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

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





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

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



<b>Environment and Regeneration</b>	<b>Updated Budget 14/15</b>	<b>Updated Budget 15/16</b>	<b>Updated Budget 16/17</b>	<b>Updated Budget 17/18</b>	<b>Proposed Budget 18/19</b>	<b>Indicative Budget 19/20</b>	<b>Indicative Budget 20/21</b>	<b>Indicative Budget 21/22</b>	<b>Indicative Budget 22/23</b>	<b>Indicative Budget 23/24</b>
B619 Ravensbury Park entrance	0	0	0	0	0	0	0	0	0	0
S106 South Park Gardens B346	0	0	0	0	0	0	0	0	0	0
B488 Landscape Dundonald Rec G	0	0	0	0	0	0	0	0	0	0
B617a-c Wimbledon Park upgrade	0	0	0	0	0	0	0	0	0	0
B486 Lndscp Ctnhm Pk Hlnd Gdns	0	0	0	0	0	0	0	0	0	0
Repairs to Water Wheel (B531)	0	0	0	0	0	0	0	0	0	0
Repairs to Water Wheel (B531)	0	0	0	0	0	0	0	0	0	0
Repairs to Water Wheel (B531)	0	0	0	0	0	0	0	0	0	0
B595 Colliers Wd Rec-play area	0	0	0	0	0	0	0	0	0	0
Rowan Rd Rec (B525)	0	0	0	0	0	0	0	0	0	0
Joseph Hood Playground (B524)	0	0	0	0	0	0	0	0	0	0
B601 Joseph Hood Rec	0	0	0	0	0	0	0	0	0	0
B627a&b Cottnhm Prk-play area	0	0	0	0	0	0	0	0	0	0
B521 Morden Park	0	0	0	0	0	0	0	0	0	0
B596a&b,B625a-c Crckt Grn Area	0	0	0	0	0	0	0	0	0	0
B626a-c Cottnhm Prk&HolInd Gdn	0	0	0	0	0	0	0	0	0	0
Merton & Sutton Cemetery Board	0	0	0	0	0	0	0	0	0	0
B651 South Park Gardens Pavil	0	0	0	0	0	0	0	0	0	0
B647 John Innes Park Improvmnt	0	0	0	0	0	0	0	0	0	0
B650 Rowan Road Park Improvmnt	0	0	0	0	0	0	0	0	0	0
Marathon Trust BMX Track	0	0	0	0	0	0	0	0	0	0
New Scheme- Figges Marsh Changing Room	0	0	0	0	0	0	0	0	0	0

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

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

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

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

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

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

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

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

Budget Process	Ref	Description of Saving		2015/16 £000	2016/17 £000	2017/18 £000
2012/15	ER07	Level 1	1) <b>Development &amp; Building Control</b> The Government are proposing changes to the current charging model for DC. This would mean that the council will be able to set its own fees (levels are currently prescribed) in order to recover the full cost of delivering a number of services in this area, although it will not be able to make a profit.	200		
2014/17	EN09	<b>Service/Section Description</b>  <b>Service Implication</b>  <b>Staffing Implications</b> <b>Business Plan implications</b>  <b>Impact on other departments</b>  <b>Equalities Implications</b>	<b>Building and Development Control</b> Mobile/home working. Less commuting time for DC and enforcement officers who can go directly to site without visiting the office. Will require fully functional IT systems to be in place.  During the implementation period there may be a limited impact on service delivery.  reduce 1FTE It is intended that the introduction of this initiative will allow staff to carry out site inspections in a more timely and efficient manner. Initially a reduced ability to help coordinate wider council strategies  none	40		
<b>Total Environment and Regeneration Savings</b>				<b>240</b>	<b>0</b>	<b>0</b>

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

Budget Process	Ref	Description of Saving		2015/16 £000	2016/17 £000	2017/18 £000
2012/15	ER07	Level 1	1) <b>Development &amp; Building Control</b> The Government is no longer planning on implementing changes to the current charging model. Therefore, other options are being explored to meet this saving e.g. a shared services with other authorities, new ways of working, looking at income generation from fast track planning applications/ pre app advice, and expanding our planning performance agreements potential.	-200	200	
2014/17	EN09	<b>Service/Section Description</b>  <b>Service Implication</b>  <b>Staffing Implications</b> <b>Business Plan implications</b>  <b>Impact on other departments</b>  <b>Equalities Implications</b>	<b>Building and Development Control</b> Mobile/home working. Less commuting time for DC and enforcement officers who can go directly to site without visiting the office. Will require fully functional IT systems to be in place.  During the implementation period there may be a limited impact on service delivery.  reduce 1FTE It is intended that the introduction of this initiative will allow staff to carry out site inspections in a more timely and efficient manner. Initially a reduced ability to help coordinate wider council strategies  none	-40	40	
<b>Total Environment and Regeneration Savings</b>				<b>-240</b>	<b>240</b>	<b>0</b>

## 2015-19 Service Planning Timetable

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

# Children Schools & Families





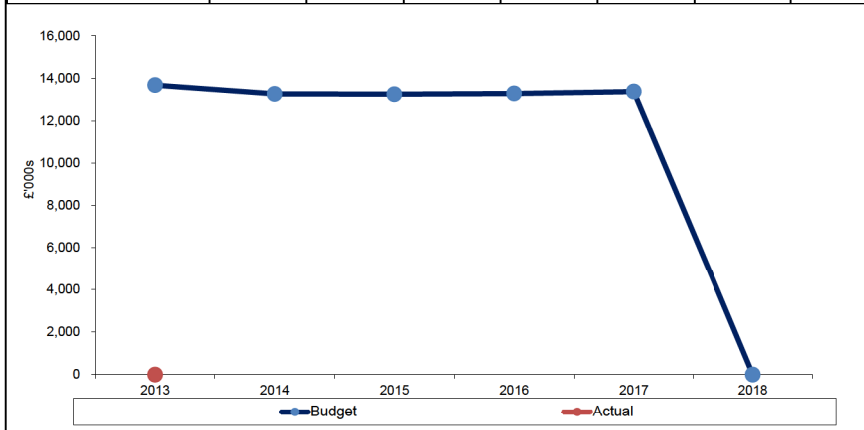
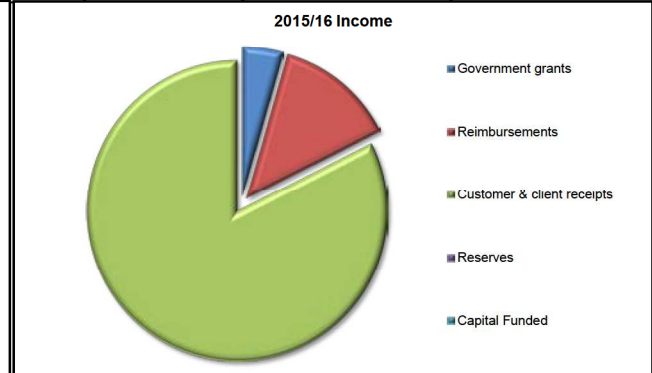
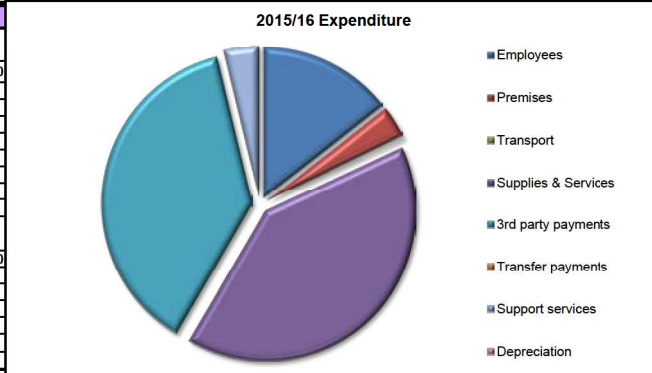
**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Children's Social Care**

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

Commissioning, Strategy and Performance	Planning Assumptions						The Corporate strategies your service contributes to			
Clrs Maxi Martin & Martin Whelton, Cabinet Members for Children's Services & Education	Anticipated demand		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Capital Programme	
Enter a brief description of your main activities and objectives below  The Commissioning, Strategy & Performance division provides strategic services for the Children, Schools & Families Department (CSF). · policy, planning & performance management; · commissioning, procurement & contract monitoring; · access to resources for looked after children/pupils with SEN; · pupil place planning; · school admissions; · school expansion & overall CSF capital programme management; · some departmental business support. Main activities include: i) leading on strategic & operational planning for CSF; ii) leading in local Children's trust & partnership development; iii) production of management information for internal & external reporting Inc. performance management statutory returns; iv) production of policy documents & procedural guidance for professional staff; v) leading on joint commissioning with partners; vi) managing schools Private Finance Initiative & other service contracts; vii) procuring placements for looked after children/pupils with SEN; viii) planning sufficient school places; ix) co-ordination of pupil admissions to Merton schools; x) project managing school expansions & other capital schemes.	Increased demand for primary school		2fe	2fe	1fe	2fe			Children & Young person's Plan	
	Increased demand for secondary school				6fe	6fe			Community Plan	
	Increased demand for special school places								Core Planning Strategy	
	Overall demographic		Impact of birth rate - increase of 40% in births between 2002 & 2011							Corp Equality Scheme
	Anticipated non financial resources		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19		
	Staff (FTE)		49	56	56	56	56		Corp Procurement Strategy	
	Contractors		Commissioning of a range of services to support CSF functions							Local Development Framework
									Performance Management Framework	
									Social Inclusion Strategy	
	Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type
2013/14(T)		2014/15(T)	2015/16(PT)	2016/17 (PT)	2017/18(PT)	2018/19(PT)				
% reception year surplus places	2	2	2				Low	Annual	Business critical	Increased costs
% secondary school Yr7 surplus places Inc. Academies	12	8	5				Low	Annual	Business critical	Increased costs
% major capital projects green/amber to time	90	90	90				High	Quarterly	Business critical	Increased costs
% major capital projects green/amber to cost	90	90	90				Low	Quarterly	Business critical	Increased costs
% fostered LAC in external agency foster care placements	38	36	34				Low	Quarterly	Business critical	Increased costs
Numbers of in-house foster carers recruited	16	20	20				High	Quarterly	Quality	Reduced customer service
% completion rates for parenting programmes	75	80	85				High	Quarterly	Business critical	Loss of Government grant
% commissioned services quarterly monitoring completed	100	100	100				High	Quarterly	Business critical	
% statutory returns to government on time	100	100	100				High	Quarterly	Business critical	

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	16,571	0	15,636	15,620	15,661	15,751	0
Employees	2,118		2,258	2,259	2,259	2,260	
Premises	138		532	526	527	528	
Transport	39		40	40	41	41	
Supplies & Services	6,849		6,349	6,306	6,314	6,371	
3rd party payments	6,915		5,862	5,894	5,925	5,956	
Transfer payments	0		0	0	0	0	
Support services	512		595	595	595	595	
Depreciation	0		0	0	0	0	
<b>Revenue £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>
<b>Income</b>	2,901	0	2,377	2,379	2,381	2,383	0
Government grants	746		106	106	106	106	
Reimbursements	209		311	311	311	311	
Customer & client receipts	1,946		1,960	1,962	1,964	1,966	
Reserves	0		0	0	0	0	
Capital Funded	0		0	0	0	0	
<b>Council Funded Net Budget</b>	<b>13,670</b>	<b>0</b>	<b>13,259</b>	<b>13,241</b>	<b>13,280</b>	<b>13,368</b>	<b>0</b>
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
	0	0	0	0	0	0	0



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

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



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

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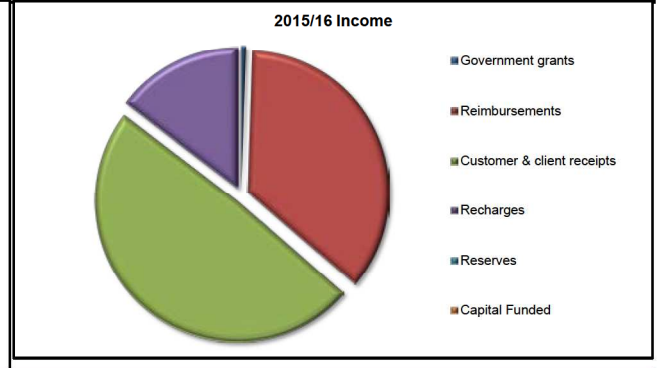
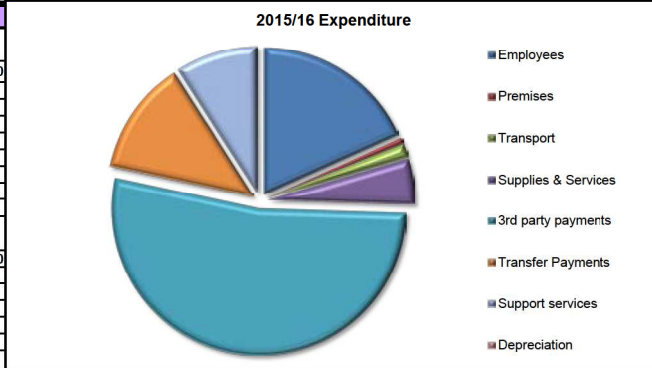
# Community and Housing



Adult Social Care	Planning Assumptions						The Corporate strategies your service contributes to			
Cllr Caroline Cooper-Marbiah Cabinet Member for Adult Social Care & Health	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19			
Enter a brief description of your main activities and objectives below	No. of people requiring services	6630	6729	6829	6920			Voluntary Sector Strategy		
	People aged 85-89	2400	2400	2500	2500			Community Plan		
	People aged 95+	1700	1800	1800	1900			Social Inclusion Strategy		
	No. of people aged 65+ with dementia	1963	1957	2022	2047			Children & Young person's Plan		
	Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Corp Procurement Strategy		
	Staff (FTE)	444	420.19	420.19	418.19			Customer Services Strategy		
								Homelessness Strategy		
								Older People's Housing		
								Workforce Development Plan		
Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
No of carers receiving a service	28.5%	878	930	996	1075		High	Monthly	Business critical	Breach statutory duty
% Older people still at home following Reablement	77	85.7	85.8	85.9	86		High	Annual	Outcome	Increased costs
No of people on the Occupational Therapy waiting list	80	75	74	72	70		Low	Monthly	Quality	Increased waiting times
% People receiving 'long term' Community Services	82	70	71	72	73		High	Monthly	Business critical	Increased costs
% People with 'long term' services receiving Self-Directed Support	45	TBC	TBC	TBC	TBC		High	Monthly	Unit cost	Government intervention
The rate of Delayed Transfers of care from hospital (both NHS and Merton)	6.5	5	5	5	5		Low	Monthly	Business critical	Increased costs

**DEPARTMENTAL BUDGET AND RESOURCES**

Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	81,775	0	77,102	78,237	77,071	77,911	0
Employees	15,405		14,464	14,309	14,324	14,339	
Premises	500		481	489	497	505	
Transport	1,390		1,167	1,188	1,209	1,230	
Supplies & Services	3,682		3,914	3,965	4,010	4,055	
3rd party payments	40,964		40,565	41,338	39,633	39,933	
Transfer Payments	12,550		9,394	9,831	10,281	10,732	
Support services	7,208		7,041	7,041	7,041	7,041	
Depreciation	76		76	76	76	76	
<b>Revenue £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>
<b>Income</b>	23,736	0	21,604	21,253	21,413	21,611	0
Government grants	131		135	109	71	71	
Reimbursements	10,012		7,936	7,611	7,809	8,007	
Customer & client receipts	10,276		10,424	10,424	10,424	10,424	
Recharges	3,317		3,109	3,109	3,109	3,109	
Reserves	0		0	0	0	0	
Capital Funded	0		0	0	0	0	
<b>Council Allocated Net Budget</b>	<b>58,039</b>	<b>0</b>	<b>55,498</b>	<b>56,984</b>	<b>55,658</b>	<b>56,300</b>	<b>0</b>



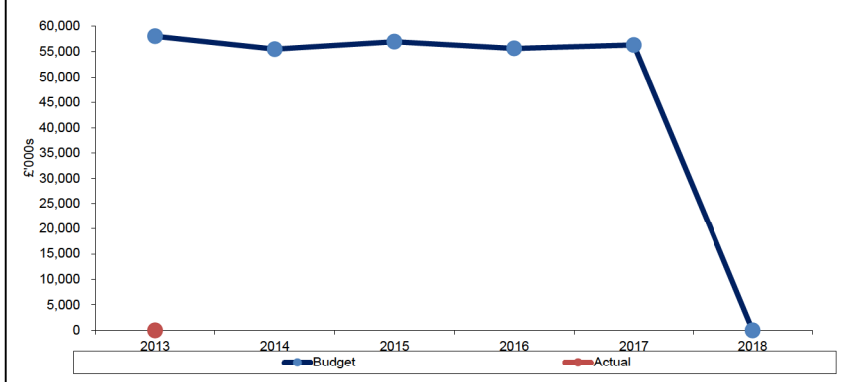
**Summary of major budget etc. changes ~ 2015/16**

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

**2016/17**  
 Growth - Placements -Demographic changes - £1m  
 Growth for Concessionary fares increase - £0.450m  
 Savings - £2.328m

**2017/18**  
 Growth - Placements -Demographic changes - £1m  
 Growth for Concessionary fares increase - £0.450m  
 Savings - £0.322

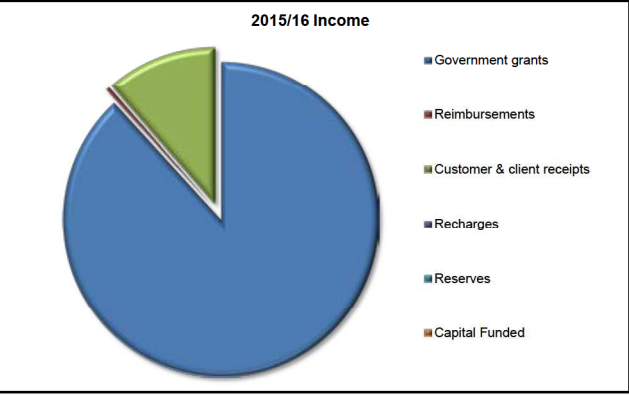
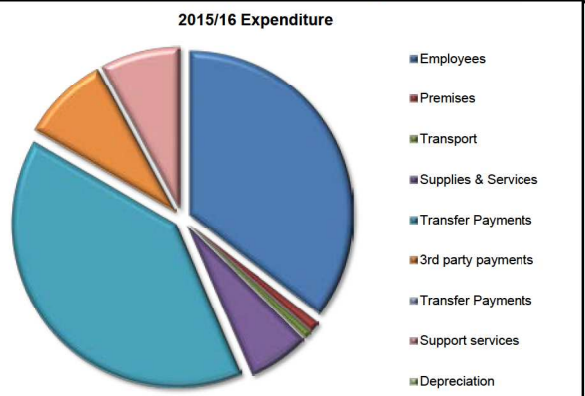
**2018/19**



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

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

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



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

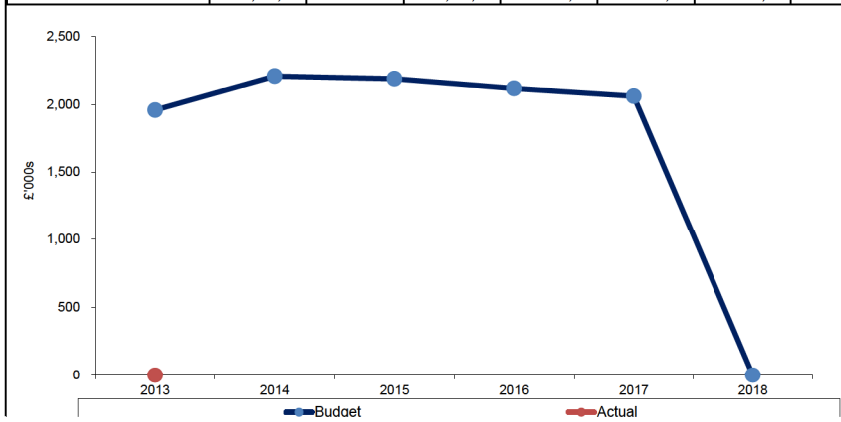
Summary of major budget etc. changes

**2015/16**  
Savings £35k Reduction of Homelessness Prevention grant

**2017/18**  
Savings £56k Reduction of Homelessness Prevention grant  
Savings £30k Rationalisation of admin budget (CH9)

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

**2018/19**



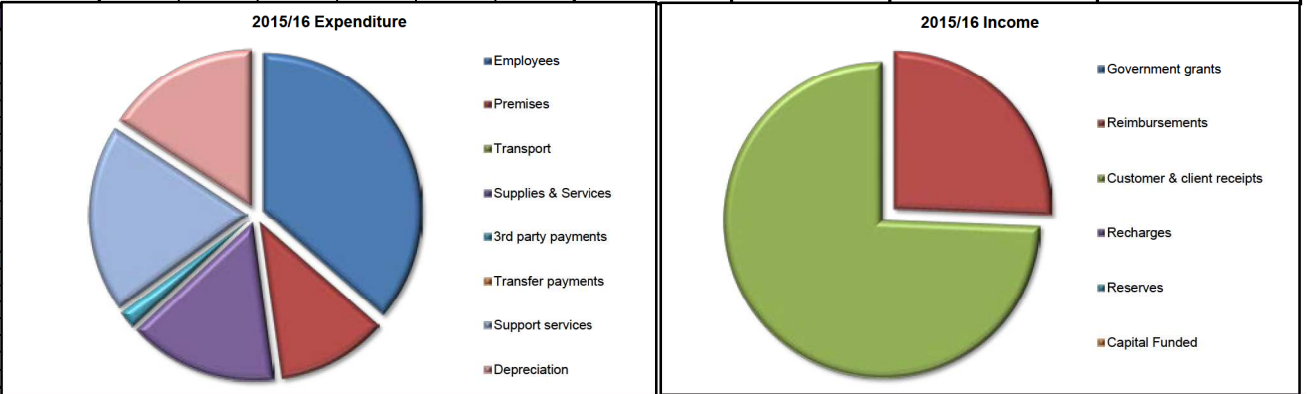
**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Housing Needs and Enabling Services**

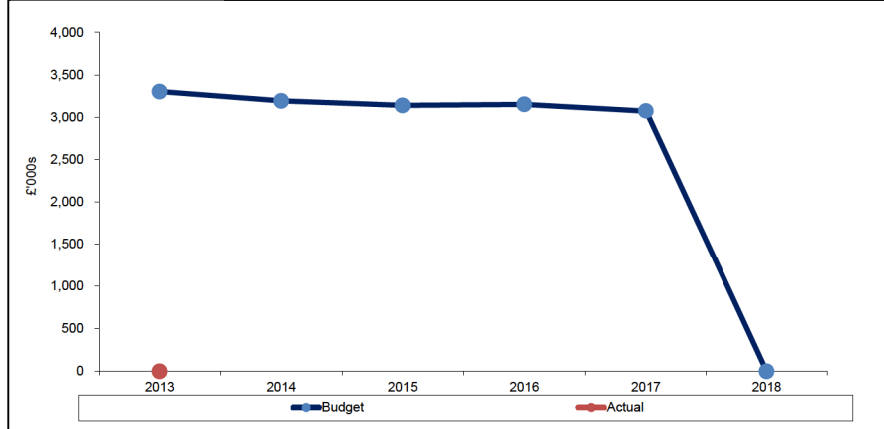
PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME			Risk			
					Likelihood	Impact	Score	
<b>Project 1</b>		Project Title:	<b>Shared lives optimisation</b>		To meet budget savings	3	3	9
Start date	2013-14	Project Details:	Optimise the use of Shared Lives thereby reducing the associated spend on Adult Social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

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

DEPARTMENTAL BUDGET AND RESOURCES							
<b>Revenue £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>
<b>Expenditure</b>	3,791	0	3,634	3,586	3,603	3,529	0
Employees	1,319		1,327	1,305	1,306	1,216	
Premises	418		401	407	413	419	
Transport	3		4	4	4	4	
Supplies & Services	618		582	549	558	567	
3rd party payments	66		65	66	67	68	
Transfer payments	0		0	0	0	0	
Support services	814		689	689	689	689	
Depreciation	553		566	566	566	566	
<b>Income £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>
<b>Income</b>	488	0	441	445	450	454	0
Government grants	0		0	0	0	0	
Reimbursements	120		114	114	114	114	
Customer & client receipts	343		327	331	336	340	
Recharges	0		0	0	0	0	
Reserves	25		0	0	0	0	
Capital Funded							
<b>Council Funded Net Budget</b>	<b>3,303</b>	<b>0</b>	<b>3,193</b>	<b>3,141</b>	<b>3,153</b>	<b>3,075</b>	<b>0</b>



Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Relocation of Colliers Wood Library					550,000		
Library Self Service				350,000			
	0	0	0	350,000	550,000	0	0

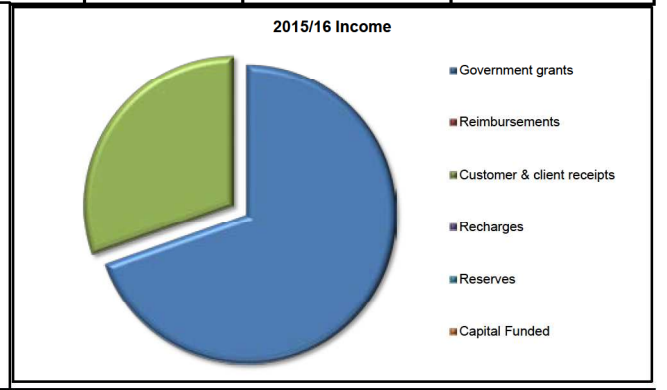
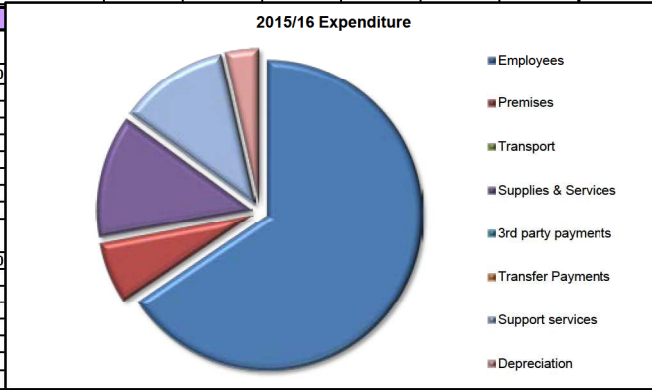


Summary of major budget etc. changes	
<b>2015/16</b>	Savings - Reduction in Media Fund - £12k (CH5) Savings - Increase Income - £10k (CH6) Revenueisation - £42k
<b>2016/17</b>	
<b>2017/18</b>	Savings - Introduce self-serve Libraries at off peak times - £90k
<b>2018/19</b>	

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

Merton Adult Education		Planning Assumptions						The Corporate strategies your service contributes to				
Cllr Martin Whelton Cabinet Member for Education		<b>Anticipated demand</b>	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Medium Term Financial Strategy			
<b>Enter a brief description of your main activities and objectives below</b>		Number of accredited learners	1000	1000	1000	1000	1000	1000	Community Plan			
Our vision is to enrich lives through learning and our mission is to provide high quality qualification and personal development learning responsive to the diverse needs of our communities. It is our ambition for Merton Adult Education to become an innovator and the college of choice for our community.		No. of personal development learners	3000	3000	3000	3000	3000	3000				
		Number of commercial learners	300	500	600	600	601	601				
We are committed to providing the best learning experience for our students, deliver an excellent service to our customers, maximise partnership opportunities, remain financially viable, achieve our Skills Funding Agency contractual targets and develop a range of income generating commercial products.		<b>Anticipated non financial resources</b>	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19				
		Staff (FTE)	148	146	146	146	147					
Our strategic objective is to increase the skills, knowledge and educational attainment of adults through the provision of a range of accredited and non accredited courses. The course offer is developed in response to both government priority targets and responding to emerging local needs. A range of courses are delivered within the following departments, English and Maths, ESOL, IT, Mind and Body, Early Years, Foreign Languages, NEET, Family Learning, Neighbourhood Learning for Deprived Communities, Fitness, Art and Craft and Employability.		<b>Performance indicator</b>	<b>Performance Targets (T) &amp; Provisional Performance Targets (PT)</b>				<b>Polarity</b>	<b>Reporting cycle</b>	<b>Indicator type</b>	<b>Main impact if indicator not met</b>		
			2013/14(T)	2014/15(T)	2015/16(T)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
		Number of accredited learners	1000	1000	1000	1000	1000		High	Quarterly	Business critical	Loss of income
		No. of personal development learners	3000	3000	3000	3000	3000		High	Quarterly	Business critical	Loss of income
		% achievement rate	95%	96%	96%	96%	96%		High	Annual	Outcome	Government intervention
		% retention rate	87%	88%	88%	88%	88%		High	Annual	Outcome	Government intervention
		% success rate	83%	84%	84%	84%	84%		High	Annual	Outcome	Government intervention
		Income target	662890	732890	732890	732890	732890		High	Monthly	Business critical	Loss of income
		Number of commercial learners	300	500	600	600	600		High	Quarterly	Business critical	Loss of income

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



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

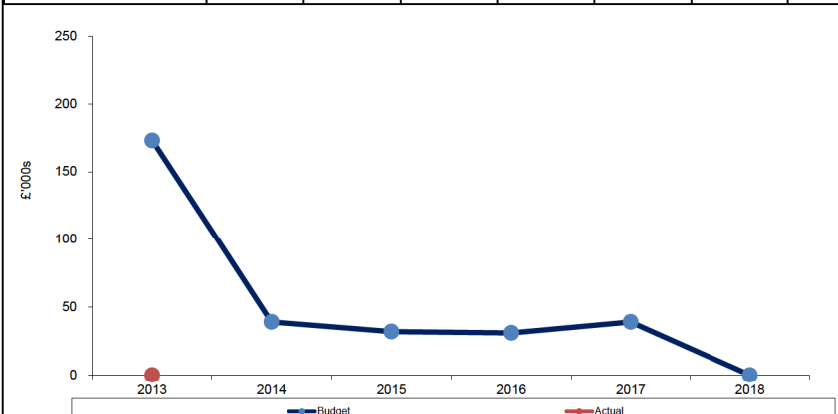
**Summary of major budget etc changes**

**2015/16**  
 £14k Savings  
 To be achieved through increased income and some staff reductions, high risks due to income being dependent on external sources which are themselves volatile and liable to change at short notice

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

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

**2018/19**

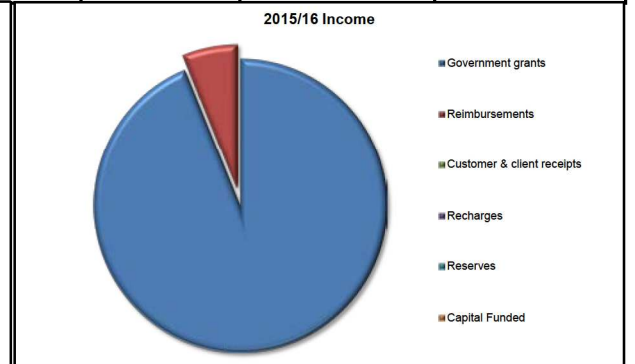
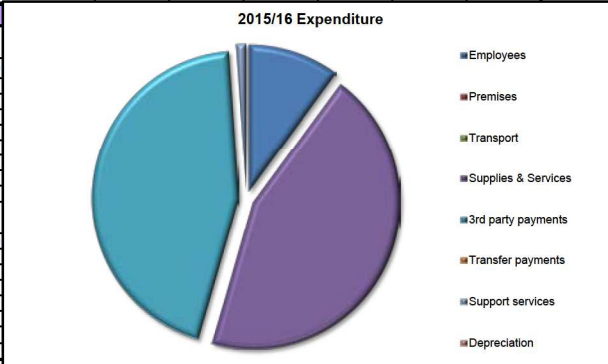


DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD								
Merton Adult Education								
PROJECT DESCRIPTION				MAJOR EXPECTED OUTCOME		Risk		
		Project Title:				Likelihood	Impact	Score
<b>Project 1</b>		Project Title:	<b>Introduction of New 24+ Loans</b>		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



Public Health		Planning Assumptions								The Corporate strategies your service contributes to	
Cllr Caroline Cooper-Marblah Cabinet Member for Adult Social Care & Health		Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2017/19			
Our vision for the public's health in Merton over the next five years is to stem the increase in the significant inequalities in health outcomes between the East and West of Merton, providing more equal opportunities for all residents of Merton to be healthy.		Sexual health		19,854	20,201	20,554	20,913	21,243		Health & Wellbeing Strategy	
		Drugs & alcohol		423 Drugs/155 Alcohol	438 Drugs/205 alcohol	452 Drugs/253 Alcohol					
		Support to CCG		40% of PH staff capacity	40% of PH staff capacity	40% of PH staff capacity	40% of PH staff capacity	40% of PH staff capacity			
		NHS Health Checks		5723	5723	5773	5872				
		National Child Measure Program		2,445 Reception and Year 6 pupils in 2013; estimate 2,941 by 2017 based on 20.3% increase in population age 5-9 projected to 2017							
		NHS Smoking Cessation		1506	1580	1660	1742	1830			
		Prevention services		1066	1119	1175	1234	1295			
		Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2017/19			
		Staff (FTE)		8	14.77	14.77	14.77	13.77			
		Staff (Trainees)		1	2	1	2				
High quality data for JSNA and joint projects		n/a	n/a	n/a	n/a						
Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
	2013/14(T)	2014/15(T)	2015/16(T)	2017/18(PT)	2016/17(PT)	2018/19(PT)					
Chlamydia diagnosis	2200	2200	2300	2300	2300		Select	Quarterly	Output	Failure to meet PHOF target	
Late diagnosis of HIV rate	46.4%	43.2%	TBC	TBC	TBC		Low	Annual	Outcome	Failure to meet PHOF target	
Successful completion of drug treatment (TBC)											
Signed Memo Of Understanding (MOU) with MCCG 2014-15	MOU	MOU	MOU	MOU	MOU						
% NHS health checks uptake of those offered service	57.5	58.5	59.5	60%	TBC		High	Quarterly	Output	Increased prevalence of long-term conditions	
% excess weight in children age 4-5 years	19.67%	TBC	TBC	TBC	TBC		Low	Annual	Outcome	Increased prevalence of long-term conditions	
% excess weight in children age 10 - 11 years	30.77%	TBC	TBC	TBC	TBC		Low	Annual	Outcome	Increased prevalence of long-term conditions	
Number of successful 4-week smoking quits	753	790	830	871	915		High	Quarterly	Outcome	Increase prevalence of lung cancer, heart disease and COPD	

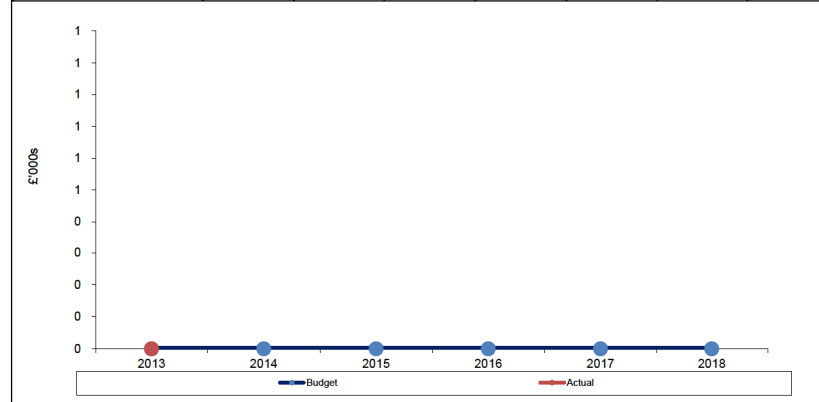
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	8,985	0	9,844	9,844	9,844	9,844	0
Employees	569	0	994	994	994	994	0
Premises	6	0	7	7	7	7	0
Transport	0	0	0	0	0	0	0
Supplies & Services	4,227	0	4,366	4,366	4,366	4,366	0
3rd party payments	4,086	0	4,367	4,367	4,367	4,367	0
Transfer payments	0	0	0	0	0	0	0
Support services	97	0	110	110	110	110	0
Depreciation	0	0	0	0	0	0	0
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	8,985	0	9,844	9,844	9,844	9,844	0
Government grants	8,985	0	9,236	9,236	9,236	9,236	0
Reimbursements	0	0	608	608	608	608	0
Customer & client receipts	0	0	0	0	0	0	0
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	0	0	0	0	0	0	0



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

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

Dependent on Government grant, to be confirmed	2015/16
Dependent on Government grant, to be confirmed	2016/17
	2017/18
	2018/19



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

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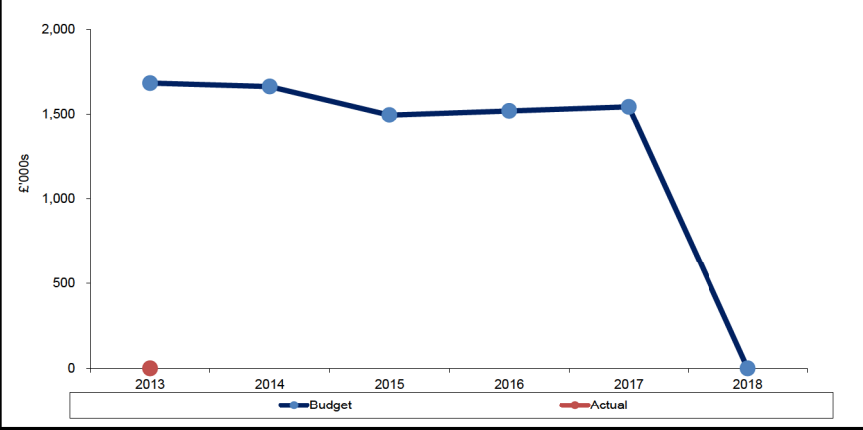
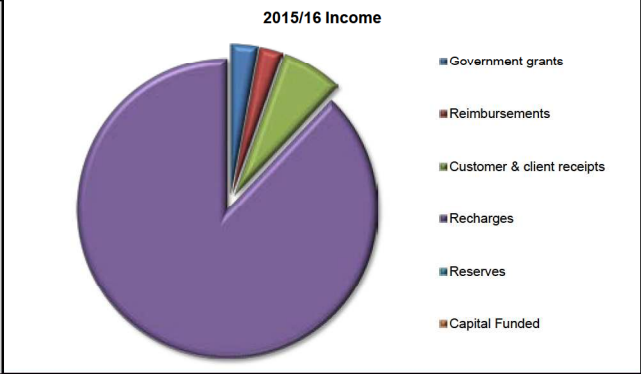
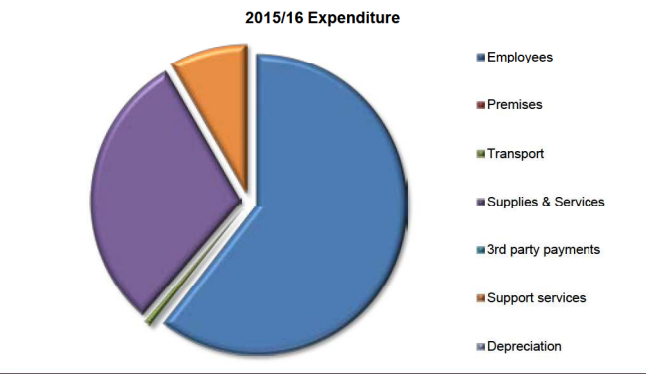
# Corporate Services



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

Corporate Governance	Planning Assumptions						The Corporate strategies your service contributes to				
	Anticipated demand		2013/14	2014/15	2015/16	2016/17		2017/18	2018/19		
<b>Clr Mark Allison Cabinet Member for Finance</b> Enter a brief description of your main activities and objectives below  Corporate Governance is made up of 7 core services: Information Governance - manages complaints, MP & Member enquiries, Freedom of Information requests, ensuring organisational compliance with Data Protection Act and the Transparency agenda, including maintaining the Publication Scheme. Also provides the Local Land Charges function.  Internal Audit and Investigations - provides independent, objective appraisal of risk management, governance & internal control processes and fraud risks including planned & unplanned audits. Investigates allegations of poor control and conflicts of interest. Co-ordinates the Annual Governance Statement. Reviews and updates anti fraud policies. Reports poor practice/weak controls to members. Investigations - investigates allegations of fraud for Housing Benefit and internal cases.  Safety Services - provides H&S , emergency planning & business continuity service.  Democracy Services - maintains independent scrutiny function, support to Councillors and Mayor & ensures council has robust decision making arrangements.  Electoral Services - maintains registers of electors whilst managing the move to individual electoral registration, administers elections & referendums and undertakes boundary & electoral reviews.  There is also the shared Legal service with the London Borough of Richmond, which has its own Service Plan.	Residents		206,038	208,822	211,569	214,229	216,806	Corp Equality Scheme			
	Officers		4081	4	4	4	4	Customer Services Strategy			
	Councillors		60	60	60	60	60	Risk Management Strategy			
	Anticipated non financial resources		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Corp Procurement Strategy		
	Staff (FTE)		48	47	39.7 (excl. Investigations)	39.7 (excl. Investigations)	38.7 (excl. Investigations)	Performance Management Framework			
	Staff - LALO		8	8	8	8	8	Civil Contingencies Plan			
	Staff - Election		0	900	800	800	0	Central Government			
	Staff - Canvas		150	150	150	150	150				
	Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
FOI requests - dealt with in time		90%	90%	92.5%	95%	95%	High	Monthly	Perception	Reduced customer service	
Complaints - dealt with in time		90%	90%	92.5%	95%	95%	High	Monthly	Perception	Reduced customer service	
Audits completed against plan		90%	90%	90%	90%	90%	High	Quarterly	Business critical	Increased fraud	
Audit actions implemented by agreed date		90%	90%	90%	90%	90%	High	Quarterly	Business critical	Increased fraud	
Completed planned H&S inspections		60	60	60	60	60	High	Monthly	Outcome	Breach statutory duty	
Priority A H&S actions completed on time		75%	85%	90%	90%	90%	High	Quarterly	Outcome	Breach statutory duty	
No. supplementary agendas issued		28	26	24	22	20	Low	Quarterly	Quality	Rework	

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



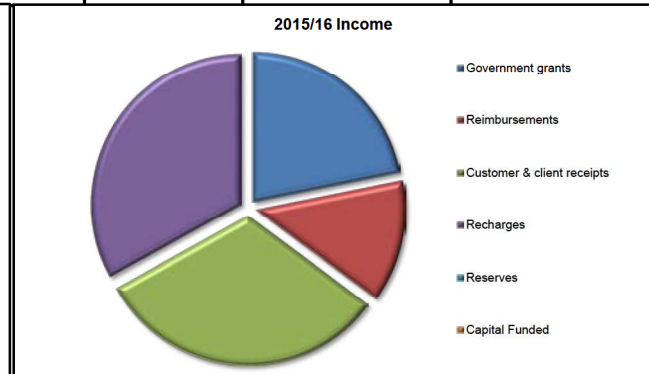
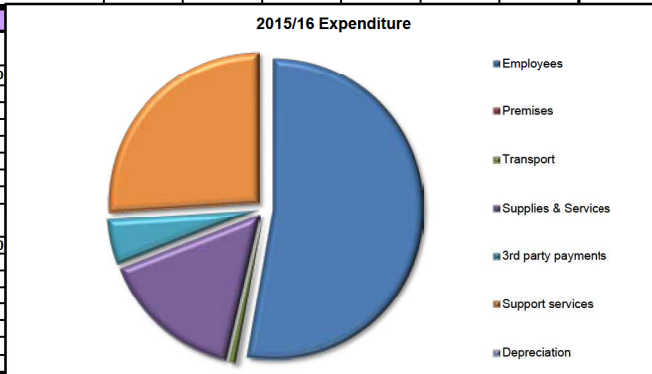
Summary of major budget etc changes	
2015/16	
CS30 Rationalise benefits and corporate investigation team - possible shared resources	£30k
CS31 Rationalise Health and Safety and Business Continuity planning	£35k
CS33 Rationalise internal audit teams - possible shared service	£40k
CS34 Services and suppliers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

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



Customer Services	Planning Assumptions						The Corporate strategies your service contributes to				
Select your Cabinet Member & Portfolio	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19				
Enter a brief description of your main activities and objectives below  There are 5 core services: <b>Local Taxation</b> - responsible for Council Tax & Business Rates collection, Debt recovery & Bailiff collection services; - this includes a shared bailiff service with Sutton Council <b>Housing Benefit</b> - responsible for administering housing and council tax benefit schemes & identification and prevention of fraud; <b>Merton Link</b> - first point of contact for most council customers & visitors, through either face to face or via telephone - also provide Translation Services; <b>Registrars</b> - responsible for registration of births & deaths, marriages & civil partnerships, citizenship ceremonies & nationality services; <b>Communications</b> - responsible for protecting and enhancing the reputation of Merton Council; promoting Merton as a good place to live, work & learn; ensuring residents know about and have access to services; ensuring the community is able to have a say in the council decisions; and engaging council staff so they understand the direction of the council and are committed to putting customers at the heart of all they do. <b>Front line service for Universal Credit</b> - local authorities will be responsible for delivering front line services for universal credit for those claimants that cannot claim and access on-line. It is anticipated that this new service will be delivered within this service plan period but details are vague due to the uncertainty of the roll-out of the scheme.	Benefit/Council Tax support claimants	16,000	14,000	14,000	14,000	14,000	14,000	Customer Services Strategy			
	Telephone callers	500,000	600,000	600,000	500,000	450,000	400,000	Homelessness Strategy			
	Face to face customers	115,000	100,000	90,000	85,000	80,000	70,000	Medium Term Financial Strategy			
	Council tax properties	82,000	82,500	83,000	83,000	83,000	85,000	Social Inclusion Strategy			
	Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19				
	Staff (FTE)	162.4	139.4	136.4	134.4	133.4	133.4				
	Apprentices(FTE)	3	3	4							
	Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
	Business Rates collected	97%	97.25%	97.50%	97.50%	97.50%	97.50%	High	Monthly	Business critical	Loss of income
	% of Merton Bailiff Service files paid in full (excluding parking and miscellaneous debt)	58%	58%	58%	58%	58%	58%	High	Monthly	Outcome	Loss of income
HB - COC & new claims processing days	16	16	10	10	10	10	Low	Monthly	Business critical	Customer hardship	
First contact resolution		60%	65%	70%	75%	75%	High	Monthly	Perception	Reduced customer service	
Income from events (marriages, civil partnerships etc)		415,000	400,000	415,000	425,000	450,000	High	Monthly	Business critical	Loss of income	
Successful website visits	83%	84%	84%	84%	84%	84%	High	Monthly	Perception	Reduced uptake of service	
No. of on-line transactions			30,000	45,000	60,000		High	Monthly	Business critical	Reduced customer service	

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	
<b>Expenditure</b>	12,456	0	9,863	9,487	9,394	9,312	0	
Employees	5,749		5,037	5,008	4,897	4,788		
Premises	39		20	21	21	21		
Transport	91		63	64	65	65		
Supplies & Services	3,348		1,447	1,459	1,470	1,491		
3rd party payments	475		828	467	473	479		
Support services	2,753		2,465	2,465	2,465	2,465		
Depreciation	3		3	3	3	3		
<b>Revenue £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>	
Income	11,216	0	7,399	6,966	6,774	6,801	0	
Government grants	1,826		1,980	1,520	1,302	1,302		
Reimbursements	930		930	930	930	930		
Customer & client receipts	6,185		2,184	2,211	2,237	2,264		
Recharges	2,275		2,305	2,305	2,305	2,305		
Reserves								
Capital Funded								
<b>Council Funded Net Budget</b>	<b>1,240</b>	<b>0</b>	<b>2,464</b>	<b>2,521</b>	<b>2,620</b>	<b>2,511</b>	<b>0</b>	

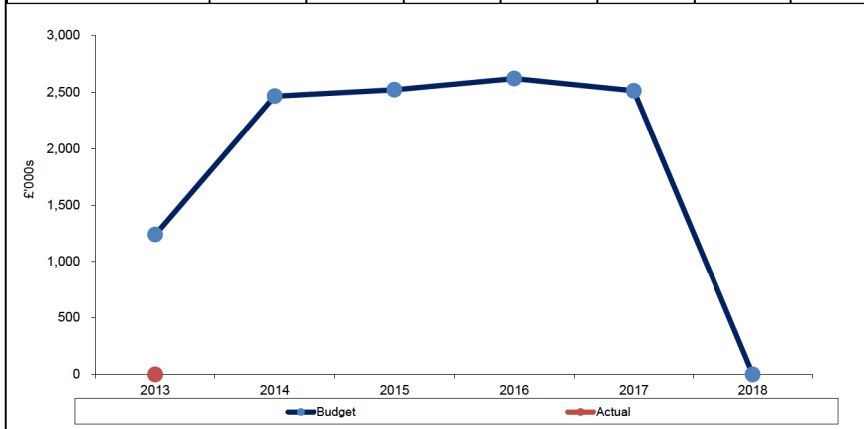


Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
	0	0	0	0	0	0	0

**Summary of major budget etc changes**

**2015/16**

The DWP have not committed funding for the Local Welfare Support scheme. A decision is required regarding future funding for the scheme and its administration. Funding for 15/16 for Housing Benefit administration remains the same. With continued delays with the implementation of the Customer Contact programme the impact of the Customer Service Review will not save £30k in this year. Savings from elsewhere within the Division will cover this years saving target. Ongoing savings through reduction of cash collection following implementation of telephone parking £10k. There may be funding from the DWP for the new Local Support Services framework for supporting Universal Credit



**2016/17**

Deferred budgetary savings from 14/15 include a deletion of manager position within Customer Services and a reduction within the debt recovery/bailiff function resulting in £81k of savings. Continued impact of the Customer Service Review will save £30k annually. Ongoing savings through reduction of cash collection following implementation of telephone parking £10k. The roll out of Universal Credit will impact on the level of administration grant. There may be funding from the DWP for the new Local Support Services framework for supporting Universal Credit. New performance target required to monitor take-up of on-line services. This includes revision of number of telephone calls and face-to-face customers

**2017/18**

CS60 Deletion of Assistant Director post £109k. Continued impact of Customer Contact project to further reduce telephone calls and face-to-face customers

**2018/19**

Continued impact of Customer Contact project to further reduce telephone calls and face-to-face customers. Anticipated small increase in number of Council Tax properties.

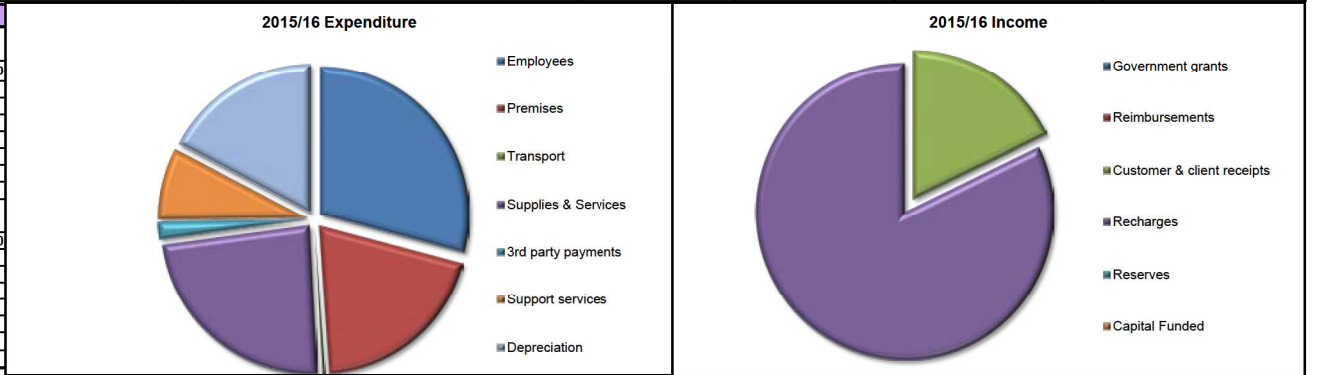
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD							
Customer Services							
PROJECT DESCRIPTION			MAJOR EXPECTED OUTCOME		Risk		
					Likelihood	Impact	Score
<b>Project 1</b>		Project Title:	<b>Customer Service review</b>		More efficient way of working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



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

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

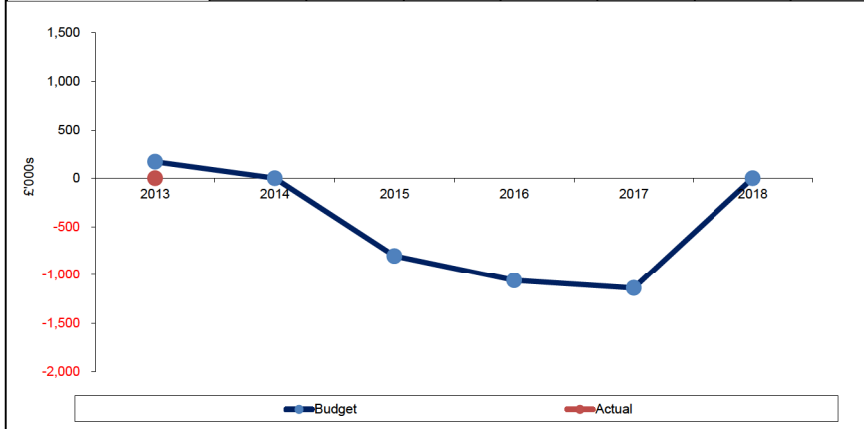
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	11,068	0	11,815	11,061	10,807	10,768	0
Employees	3,304		3,365	3,222	3,080	2,995	
Premises	2,908		2,733	2,185	2,132	2,160	
Transport	39		33	33	33	34	
Supplies & Services	2,828		2,887	2,620	2,558	2,573	
3rd party payments	274		206	210	213	215	
Support services	930		875	875	875	875	
Depreciation	1,685		1,916	1,916	1,916	1,916	
<b>Revenue £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>
<b>Income</b>	11,797	0	11,815	11,864	11,868	11,907	0
Government grants							
Reimbursements							
Customer & client receipts	1,990		2,063	2,112	2,116	2,155	
Recharges	9,807		9,752	9,752	9,752	9,752	
Reserves							
Capital Funded							
<b>Council Funded Net Budget</b>	<b>171</b>	<b>0</b>	<b>0</b>	<b>-803</b>	<b>-1,061</b>	<b>-1,139</b>	<b>0</b>



Capital Funded £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Information Technology	1,405,520		953,000	584,000	1,862,000	1,806,000	
Facilities Management	3,282,110		1,600,000	500,300	1,000,000	1,000,000	
<b>Total</b>	<b>4,687,630</b>	<b>0</b>	<b>2,553,000</b>	<b>1,084,300</b>	<b>2,862,000</b>	<b>2,806,000</b>	<b>0</b>

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

- CS5 Review procurement of support, maintenance & license contracts £60k
- CS7 re-procurement of mobile telephone contract £10k
- CS8 Reduction of WAN costs £10k, CS15 Asset & change analyst post £24k
- CS17 Post savings £30k
- CS20 Energy refit £100k, CS21 Increase income targets for building and repair work £45k
- CS22 Restructure of Archive Store £15k, CS23 Outsourcing building services and security services £35k
- CS25 Deletion of two posts £30k, CS27 consolidation of utilities budgets £50k



**2016/17**

- CS5 Review procurement of support, maintenance & license contracts £50k
- CS7 re-procurement of mobile telephone contract £20k
- CS8 Reduction of WAN costs £20k
- CS10 Outsourcing of service £20k
- CS12 Deletion of post £37k Information governance post £37k
- CS16 (deferred from 14/15) Surrender overtime budget £35k, CS23 Outsourcing building services and security services £50k
- CS28 Amalgamation of intruder alarm contract £20k,

**2017/18**

- CS70 Apply admin charge to customer requesting hard copy paper invoice £35k
- CS71 Deletion of two posts £85k
- CS72 Consolidation of budgets £34k

**2018/19**

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

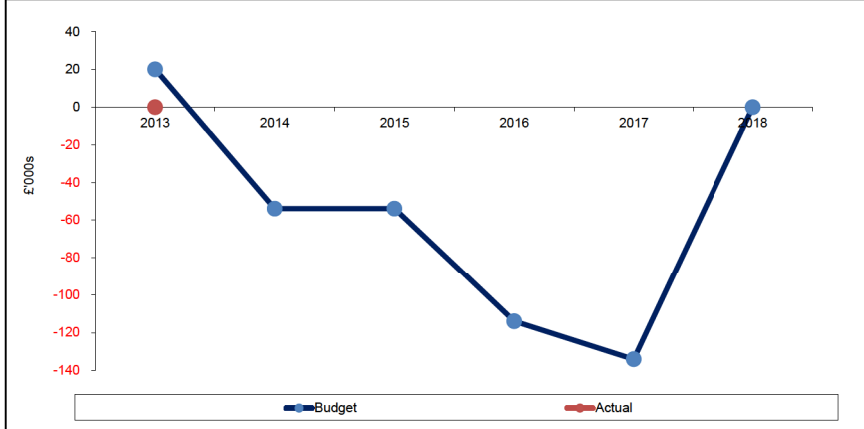
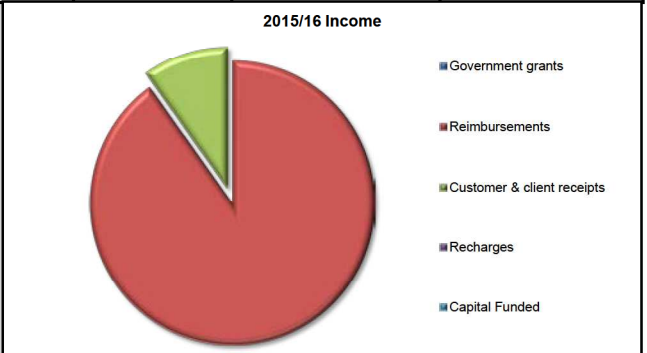
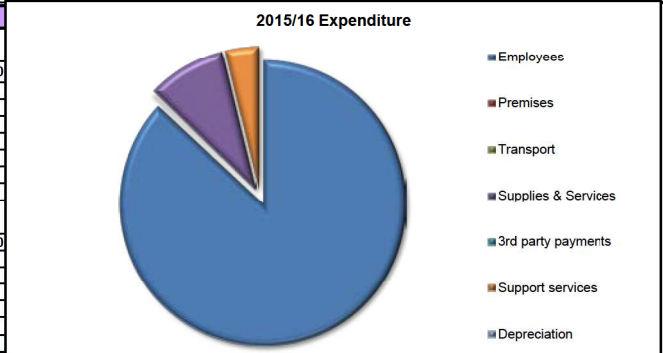


DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD							
Resources							
PROJECT DESCRIPTION				MAJOR EXPECTED OUTCOME		Risk	
				Likelihood	Impact	Score	
<b>Project 1</b>		Project Title:	<b>Evaluation of future funding levels</b>	To meet legislative requirements			
Start date	01/04/2013	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.			2	2
End date	31/03/2018					4	
<b>Project 2</b>		Project Title:	<b>Financial systems re-engineering programme</b>	More efficient way of working			
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. Initial estimate of Go Live date 1 April 2015 - project length allows for post implementation review			3	3
End date	30/09/2015					9	
<b>Project 3</b>		Project Title:	<b>Develop and implement whole life costing for capital projects</b>	More efficient way of working			
Start date	01/09/2014	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
End date	31/03/2016					6	
<b>Project 4</b>		Project Title:	<b>Improve joint finance and business planning</b>	More efficient way of working			
Start date	01/18/14	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
End date	31/10/2014					4	
<b>Project 5</b>		Project Title:	<b>Evaluation of different models of funding the capital programme</b>	Required to deliver options for the MTFS			
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.			2	2
End date	31/03/2016					4	
<b>Project 6</b>		Project Title:	<b>Fully implement the new performance/risk management IT system</b>	More efficient way of working			
Start date	01/04/2014	Project Details:	Implementation of a cloud based system for the management and governance of performance and risk information known as Covalent. The earlier phases of the project are now complete, this financial year the three final phases will be completed: 1) The transfer of risk registers will be completed by the end of May 2014 2) The roll out of the system for use in monitoring local performance indicators 3) the provision of screen icons to senior management for performance and risk information.			2	2
End date	31/03/2015					4	
<b>Project 7</b>		Project Title:	<b>Capital Review</b>	More efficient way of working			
Start date	01/04/2014	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.			2	2
End date	31/03/2015					4	
<b>Project 8</b>		Project Title:	<b>Recharge Review</b>	More efficient way of working			
Start date	01/04/2014	Project Details:	Annual reviews of recharges have been undertaken. These have tended to be tactical. In 2014/15 a full scale strategic review will be undertaken. The project will need to dovetail with work undertaken to develop and implement the new financial system.			3	2
End date	31/03/2015					6	
<b>Project 9</b>		Project Title:		Select one major outcome			
Start date		Project Details:					0
End date						0	
<b>Project 10</b>		Project Title:		Select one major outcome			
Start date		Project Details:					0
End date						0	



Legal Services Cllr Mark Allison Cabinet Member for Finance Enter a brief description of your main activities and objectives below	Planning Assumptions						The Corporate strategies your service contributes to				
	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18		2018/19			
<p>This is a shared legal service with the London Boroughs of Richmond and Sutton and the Royal Borough of Kingston upon Thames. The service delivers legal advice, support and representation to all services across all four councils. The service also provides advice in relation to the constitution and decision making in all councils and advice to members in relation to their roles.</p> <p>There will continue to be a shared service over the coming 3 years.</p>	Chargeable hours for Merton	18602	19337	19337	18,202	→					
	Chargeable hours for Richmond	18602	19337	↓	↓	↓					
	Chargeable hours for Sutton		26819	26819	26819						
	Chargeable hours for Kingston		16931	16931							
	Anticipated non financial resources	2012/13	2013/14	2014/15	2015/16	2016/17	2018/19				
	Staff (FTE)	42.5	87.5	87.5	86.5	85.5					
	Apprentices	1	1	0	0	→					
	Select anticipated resources										
	Select anticipated resources										
	Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
	Chargeable hours	36,404	82,425	82,425	↓	↓		High	Monthly	Business critical	Increased costs

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	2,813	0	4,775	4,775	4,715	4,695	0
Employees	2,035		4,150	4,150	4,090	4,070	
Premises	4		5	5	5	5	
Transport	3		9	9	9	9	
Supplies & Services	482		426	426	426	426	
3rd party payments							
Support services	289		185	185	185	185	
Depreciation							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Income</b>	2,793	0	4,829	4,829	4,829	4,829	0
Government grants							
Reimbursements	1,347		4,353	4,353	4,353	4,353	
Customer & client receipts	135		476	476	476	476	
Recharges	1,311						
Capital Funded							
<b>Council Funded Net Budget</b>	20	0	-54	-54	-114	-134	0
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Legal Case Management	226,100						
	226,100	0	0	0	0	0	0



**2015/16**

£60,000 savings for Merton are required. Further savings for Sutton, Kingston and Richmond may be required.

**2016/17**

£20,000 savings for Merton are required. Further savings for Sutton, Kingston and Richmond may be required.

**2017/18**

£20,000 savings for Merton are required. Further savings for Sutton, Kingston and Richmond may be required.

**2018/19**

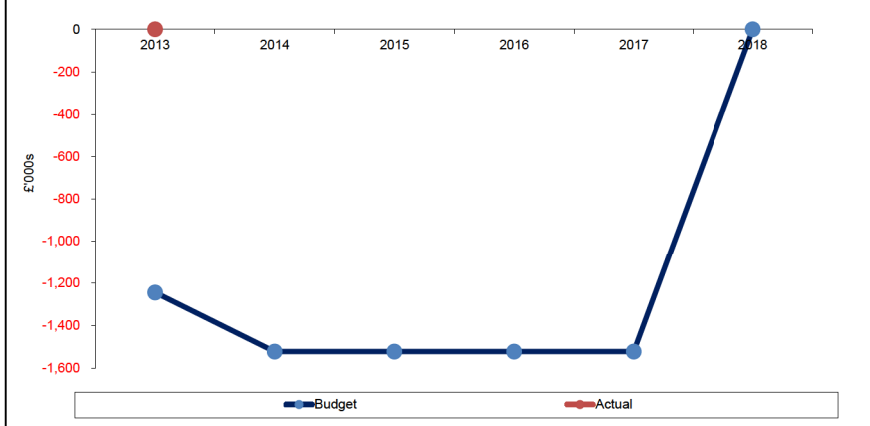
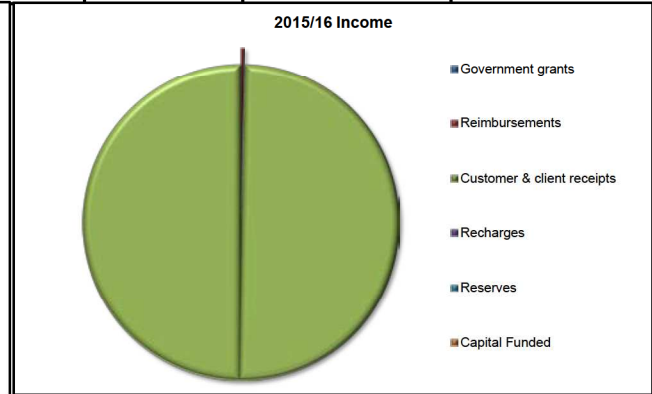
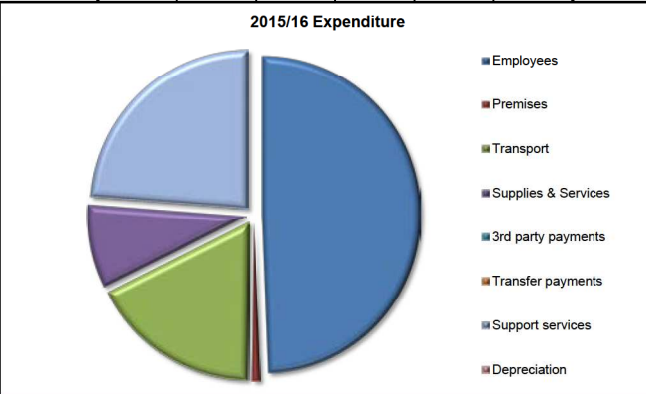
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD						
Legal Services						
PROJECT DESCRIPTION				MAJOR EXPECTED OUTCOME		Risk
				Likelihood	Impact	Score
<b>Project 1</b>		Project Title:	<b>Shared service</b>	Improved customer satisfaction		
Start date	01/04/2014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

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# Environment & Regeneration

Commercial Services (Waste Operations)	Planning Assumptions							The Corporate strategies your service contributes to			
Cllr Judy Saunders Cabinet Member for Performance & Implementation	Anticipated demand		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19			
Enter a brief description of your main activities and objectives below  Commercial Waste & Recycling, Collection & Disposal directly from local businesses. Under government legislation the council has a duty to arrange for the collection of commercial waste when requested to do so. The Act defines commercial waste as: "waste from premises used wholly or mainly for the purposes of a trade or business or the purposes of sport, recreation or entertainment".  Pest Control Service: Legislation requires that local authorities undertake enforcement for the purposes of controlling rats and mice. Owners / tenants have discretion on pest control providers. Merton is able to offer its residents and businesses a good quality, competitively priced service using fully qualified officers.  Objectives - to make both services more efficient, cost effective and competitive in the commercial market - be more reactive to seasonal demands - become competitive in both commercial waste and pest control, looking at the marketing of the services and pricing structure. TOM	Residual contracts		983	1183	1333	1403			Waste Management Plan		
	Dry recycling contracts		643	993	1354	1724			Climate Change Strategy		
	Pest control work no of paid jobs		1213	1273	1338	1408			Medium Term Financial Strategy		
Anticipated non financial resources		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19				
Staff (FTE)		14	13	13	13						
Transport		7	6	6	6						
Performance indicator		Performance Targets (T) & Provisional Performance Targets (PT)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
Total Income from commercial waste		£1.45m	£1.5m	£1.6m	£1.65m	£1.65m		High	Monthly	Business critical	Loss of income
Pest Control income		£155,000	£160,000	£165,000	£170,000	£170,000		High	Monthly	Business critical	Loss of income
Market Share Commercial waste %		New	30	32	34	36		Low	Quarterly	Outcome	Loss of income
Customer satisfaction survey %		New	85	87	89	91		High	Annual	Outcome	Reputational risk

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	777	0	723	723	723	723	0
Employees	400		357	357	357	357	
Premises	6		6	6	6	6	
Transport	205		126	126	126	126	
Supplies & Services	62		62	62	62	62	
3rd party payments	0		0	0	0	0	
Transfer payments	0		0	0	0	0	
Support services	103		172	172	172	172	
Depreciation	1		0	0	0	0	
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Income</b>	2,022	0	2,245	2,245	2,245	2,245	0
Government grants	0		0	0	0	0	
Reimbursements	0		7	7	7	7	
Customer & client receipts	2,022		2,238	2,238	2,238	2,238	
Recharges							
Reserves							
Capital Funded							
<b>Council Funded Net Budget</b>	<b>-1245</b>	<b>0</b>	<b>-1522</b>	<b>-1522</b>	<b>-1522</b>	<b>-1522</b>	<b>0</b>
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
	0	0	0	0	0	0	0



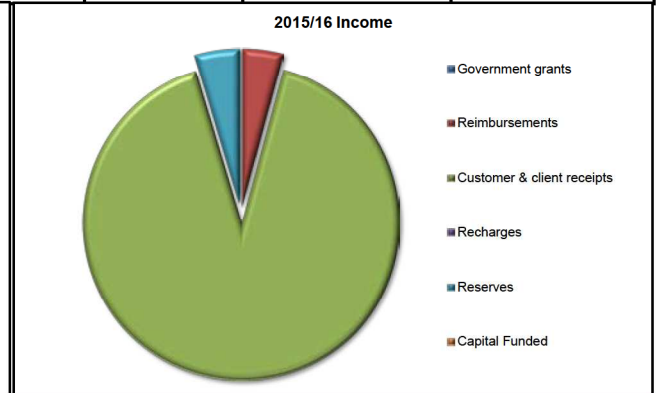
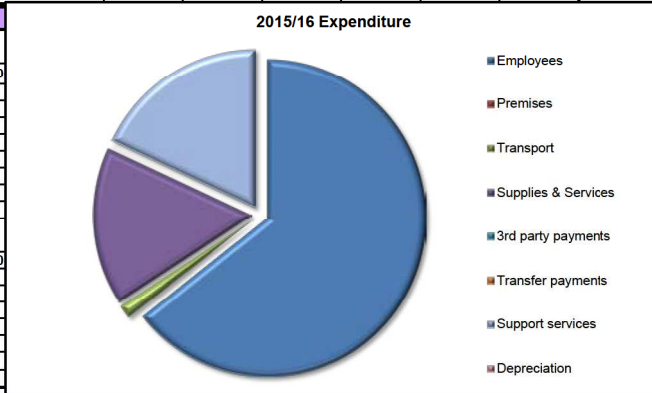
### Summary of major budget etc. changes 2015/16

Year	Budget	Actual
2015/16	-1522	-1522
2016/17		
2017/18		
2018/19		

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

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

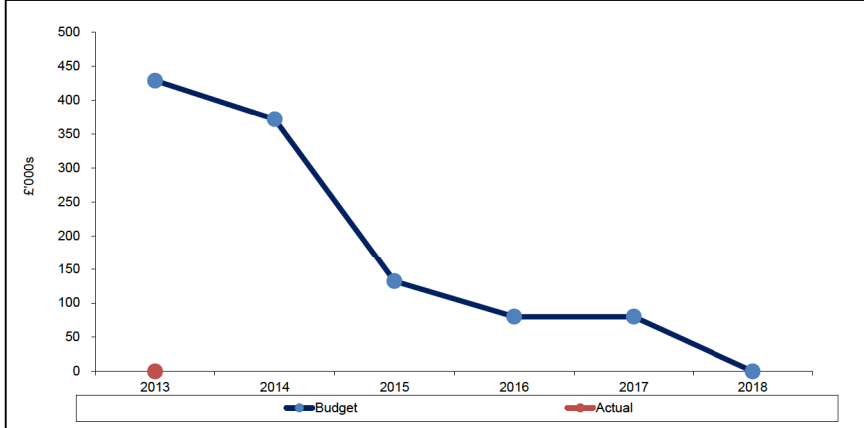
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	2,483	0	2,433	2,393	2,341	2,341	0
Employees	1,627		1,580	1,540	1,488	1,488	
Premises	2		2	2	2	2	
Transport	32		32	32	32	32	
Supplies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



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

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

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



**2016/17**

EN11=£52K

**2017/18**

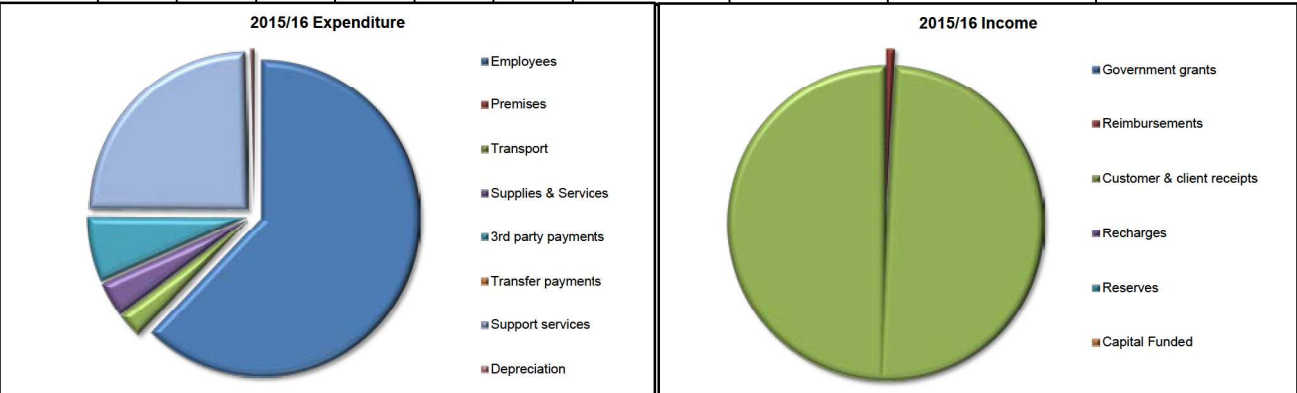
**2018/19**

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



Environmental Health, Trading Standards & Licensing	Planning Assumptions							The Corporate strategies your service contributes to											
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration	Anticipated demand							2013/14		2013/14									
Enter a brief description of your main activities and objectives below	Total number of food premises							1530	1535	1540	1545	1550	1550	1550	Air Quality Action Plan				
Provide a proportionate, risk-based approach to the council's statutory duty to enforce Environmental Health, Trading Standards & Licensing legislation that meets national / local priorities. Ensuring a healthy, safe and fair environment by:- <ul style="list-style-type: none"> <li>• Protecting interest of consumers and businesses from rogue traders and doorstep crime</li> <li>• Preventing anti-social behaviour, minimise health risks and improve community safety through prevention of sales of age-restricted products</li> <li>• maintaining food safety / hygiene / quality</li> <li>• controlling infectious disease</li> <li>• improving public health</li> <li>• reducing the number of accidents and the level of ill-health associated with the commercial work environment</li> <li>• improved air quality and reduced pollution</li> <li>• developing partnerships with local businesses to help them comply with legal obligations</li> <li>• investigating and controlling excessive noise from neighbours, alarms, construction sites</li> <li>• considering and granting licences/permits to trade through statutory premises inspection regimes; complaint investigation; testing/ sampling/monitoring activities</li> <li>• formal legal action for persistent/serious offenders, remove rogue traders and unfair trading practices.</li> </ul> ** This is to be a shared service so plan will change during the year to reflect this	Total number of service requests							6000	6250	6500	8500	8750	9000	Central Government					
	Licence/permit applications							1860	1870	1880	1880	1890	1900	1900	Climate Change Strategy				
	Anticipated non financial resources							2013/14		2014/15		2015/16		2016/17		2017/18		2018/19	
	Staff (FTE)							35	30	24	24	24	24	24	24	Commercial & Trading Standards Delivery			
Performance indicator							Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met			
							2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)							
% service requests replied in 5 working days							90	85	90	95	96	96	96	96	High	Monthly	Perception	Reduced customer service	
Income generation by EHTSL							£345,000	£345,000	£345,000	£345,000	£345,000	£345,000	£345,000	£345,000	High	Monthly	Outcome	Loss of income	
% of category A,B & C food premises inspected							95	95	96	97	98	98	98	High	Annual	Business critical	Government intervention		
No. of underage sales test purchases							220	220	230	235	240	240	240	High	Quarterly	Business critical	Anti social behaviour		
% Data capture from air pollution monitoring sites							90	90	90	90	90	90	90	High	Quarterly	Business critical	Reduced enforcement		
% licensing apps. processed within 21 days.							95	95	96	96	98	98	98	High	Quarterly	Business critical	Reputational risk		
% of food premises rated 2* or above							90	92	94	95	96	96	96	High	Quarterly	Outcome	Reputational risk		

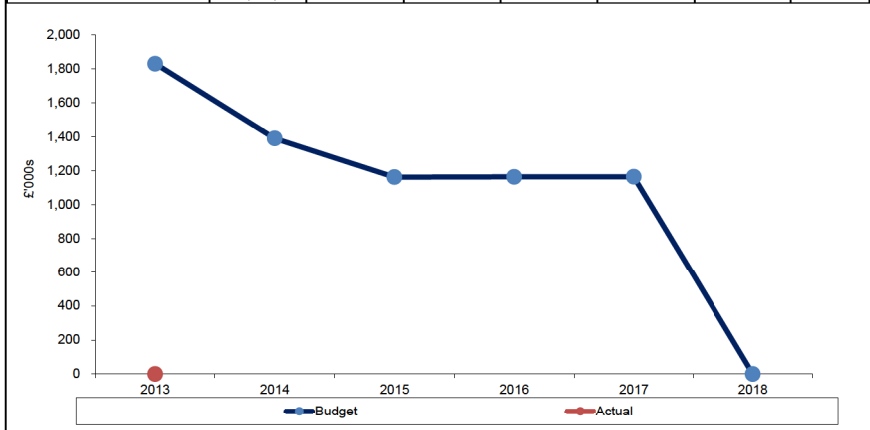
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	2,242	0	1,739	1,510	1,511	1,512	0
Employees	1,549		1,169	939	939	939	
Premises	0		0	0	0	0	
Transport	47		39	39	39	39	
Supplies & Services	61		54	54	54	54	
3rd party payments	99		101	102	103	104	
Transfer payments	0		0	0	0	0	
Support services	481		371	371	371	371	
Depreciation	5		5	5	5	5	
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	411	0	347	347	347	347	0
Government grants	0		0	0	0	0	
Reimbursements	65		3	3	3	3	
Customer & client receipts	340		344	344	344	344	
Recharges	0		0	0	0	0	
Reserves	0		0	0	0	0	
Capital Funded							
Council Funded Net Budget	1,831	0	1,392	1,163	1,164	1,165	0



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

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

ER10=£230K



2016/17
2017/18
2018/19

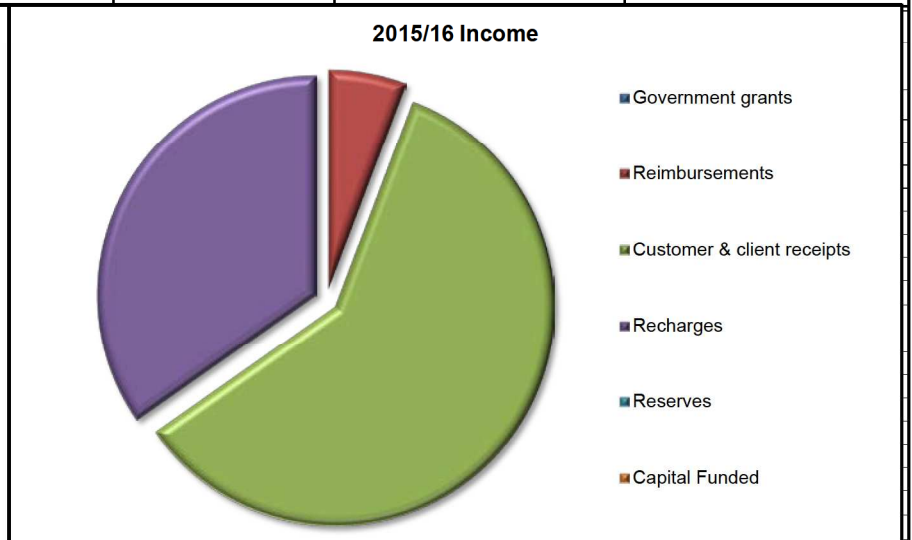
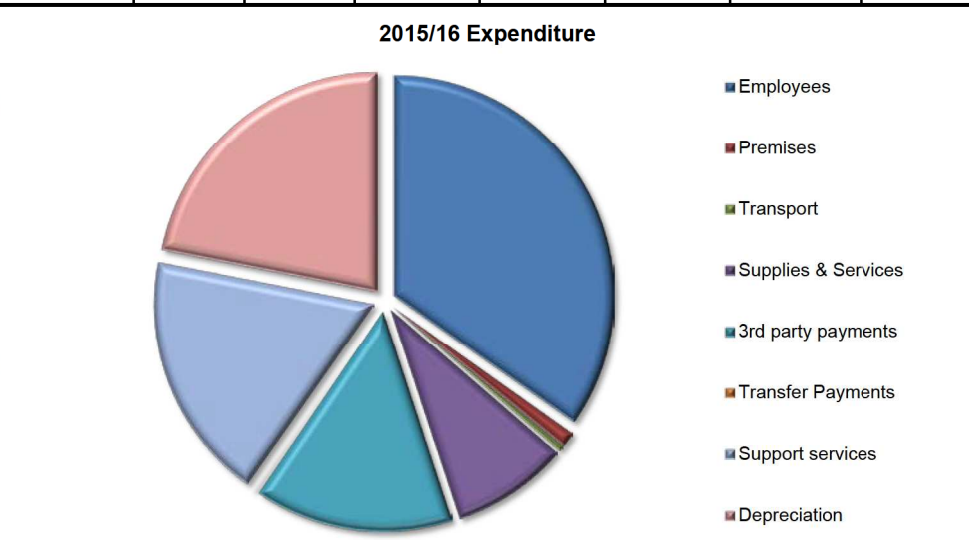
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD						
Environmental Health, Trading Standards & Licensing						
PROJECT DESCRIPTION				MAJOR EXPECTED OUTCOME		Risk
				Likelihood	Impact	Score
<b>Project 1</b>		Project Title:	<b>Development of shared 'regulatory'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



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

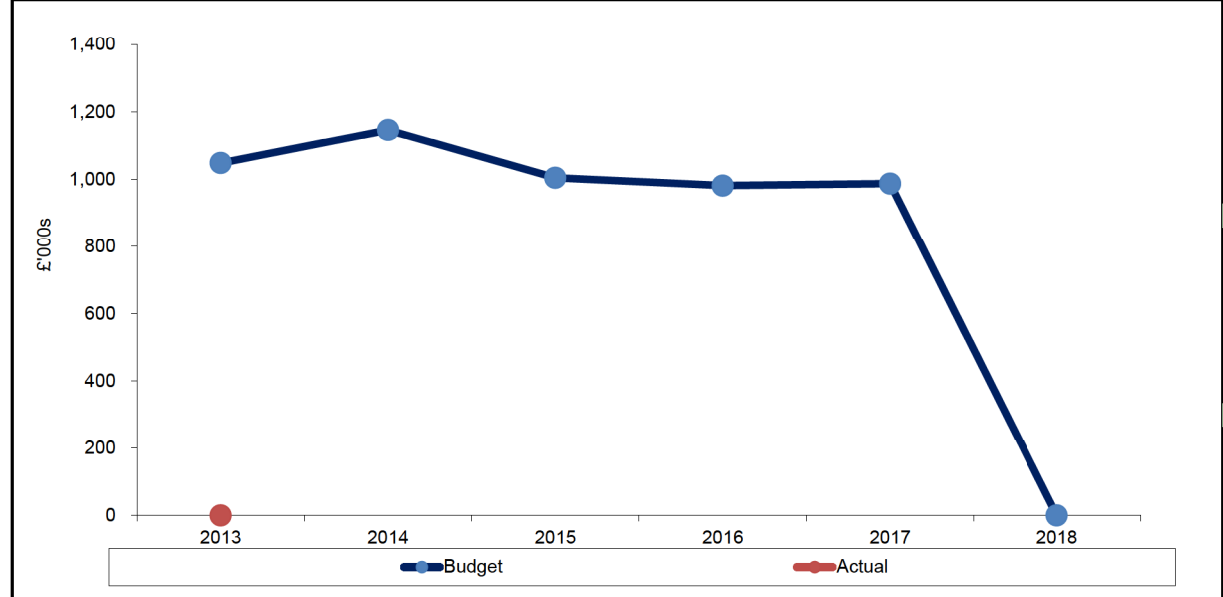
Leisure & Cultural Development Cllr Nick Draper Cabinet Member for Community & Culture Enter a brief description of your main activities and objectives below	Planning Assumptions						The Corporate strategies your service contributes to			
	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18		2018/19		
Delivery of the objectives of the TOM (Target Operating Model). 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 in the borough - thus creating a universal culture and sport offer. Implement Merton's new Culture & Sport Framework and promote this methodology as best practice across Merton and the Culture and Sport sector more widely. Build a replacement Morden Park Pool and plan for a replacement Wimbledon Park Watersports Centre, encompassed in a masterplan for the Wimbledon Park site. Complete the development of the BMX track and transfer to St.Marks Academy. Deliver Merton's contribution to major sports, arts & cultural events. Manage Leisure Centres & Wimbledon Theatre contracts, one public hall, a water sports centre and all of the booking functions (pitch hire; cemeteries; allotments; activity programmes; pavilions; hall; etc). We will also contribute towards services across the Local Strategic Partnership Over the next four years we will transform our services by: <ul style="list-style-type: none"> <li>• using improved technology especially in the area of online bookings, self-service, communications and sales &amp; marketing</li> <li>• developing the watersports centre into a marine college &amp; outdoor adventure centre</li> <li>• drive our services through commercial and community strands</li> <li>• vary the leisure centre contract to take account of the new Morden Leisure Centre</li> <li>• deliver grants, commissions and raising funds in partnership and in accordance with the Culture &amp; Sport Framework</li> <li>• reducing costs, increase income and be more cost effective.</li> </ul>	Population	206,038	208,822	211,569	214,229	216,806	Asset Management Plan			
	No. of Children & Young People aged 8-17 in west of borough	7,550	7,700	7,900	8,050	8,200	Children & Young person's Plan			
	Population of most disadvantaged wards	125,400	126,100	126,850	127,540	128,100	Cultural Strategy			
							Community Plan			
	Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Open Spaces Strategy		
	Staff (FTE)	16.6	16.4	14.1	14.1	14.1	14.1	Social Inclusion Strategy		
	Accommodation	7	7	7	7	7	7	Voluntary Sector Strategy		
	Volunteers	20	20	20	20	20	20			
	Staff seasonal	30	30	30	30	30	30			
	Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type
	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19 (PT)				
Income £ from Merton Active Plus	40,000	50,000	55,000	60,000	60,000	60,000	High	Monthly	Business critical	Loss of income
Income £ from Watersports Centre	375,660	367,000	377,000	387,000	387,000	387,000	High	Monthly	Business critical	Loss of income
Income £ from Morden Assembly Hall	20,230	39,710	42,030	44,000	45,000	45,000	High	Monthly	Business critical	Loss of income
14-25 yr old Fitness Centre Participation at leisure centres	57,480	100,000	103,000	106,000	106,000	106,000	High	Monthly	Output	Reduced customer service
External Capital & Revenue funding	100,000	320,000	100,000	100,000	100,000	100,000	High	Quarterly	Output	Reduced customer service
% residents rating facilities Good to Excellent	48.5	51.5	52.0	52.5	53	53	High	Annual	Outcome	Reduced customer service

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	<b>2,025</b>	<b>0</b>	<b>2,088</b>	<b>1,975</b>	<b>1,981</b>	<b>1,987</b>	<b>0</b>
Employees	690		685	687	690	692	
Premises	27		22	22	22	22	
Transport	13		8	8	8	8	
Supplies & Services	343		288	170	174	178	
3rd party payments	244		286	289	288	288	
Transfer Payments	10		5	5	5	5	
Support services	268		361	361	361	361	
Depreciation	430		433	433	433	433	
<b>Revenue £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>
<b>Income</b>	<b>977</b>	<b>0</b>	<b>942</b>	<b>971</b>	<b>1,000</b>	<b>1,000</b>	<b>0</b>
Government grants	7		0	0	0	0	
Reimbursements	43		51	56	61	61	
Customer & client receipts	500		554	578	602	602	
Recharges	427		337	337	337	337	
Reserves	0		0	0	0	0	
Capital Funded							
<b>Council Funded Net Budget</b>	<b>1,048</b>	<b>0</b>	<b>1,146</b>	<b>1,004</b>	<b>981</b>	<b>987</b>	<b>0</b>



Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Morden Leisure Centre	0	0	500,000	10,000,000	500,000		
Other	418,000	525,000	300,000	300,000	300,000		
	418,000	525,000	800,000	10,300,000	800,000	0	0

**Summary of major budget etc changes 2015/16**  
 EN35 =£14K; EN36=£10K; EN37=£5K; EV09=£120K



**2016/17**  
 EN35=£14K; EN36=£10K; EN37=£5K

**2017/18**

**2018/19**

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

**Leisure & Cultural Development**

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

**Parking**

**Cllr Judy Saunders Cabinet Member for Performance & Implementation**

**Enter a brief description of your main activities and objectives below**

The service is required to enforce the parking regulations to ensure the through flow of traffic can be maintained and ensuring residents and blue badge holders have the ability to park in bays they have a permit or badge for. Surplus income generated by traffic management must be used for transport related areas.

**Objectives**

- continue to improve the efficiency of the section in conjunction with the findings of the comprehensive review of parking undertaken in 2011
- enforce parking regulations including Controlled Parking Zones and bus lanes
- review the number of locations where moving traffic can be enforced due to a lack of compliance and congestion problems
- it is the intention to introduce ANPR CCTV enforcement in 2015/2016 at existing locations this will improve compliance by the motorist and ultimately congestion.
- Survey of parking needs, hours of operation, the number of parking spaces and the charging structure

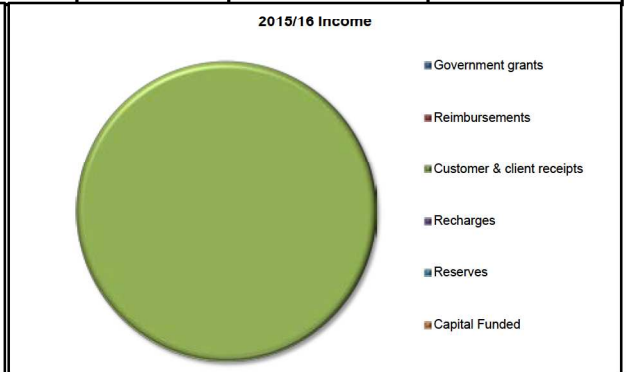
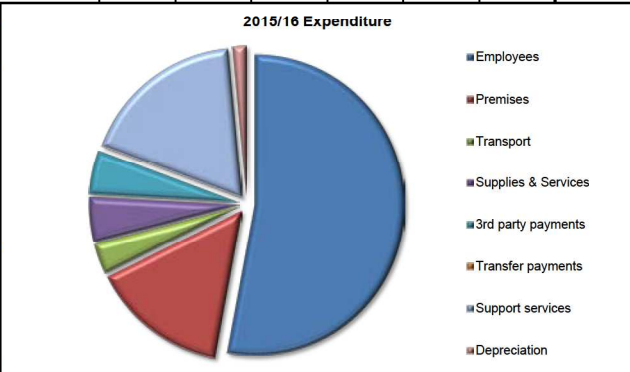
Due to an increase in population and changes in planning legislation allowing business premises to be changed to residential use there could be an increase in demand for parking spaces in existing CPZ's and pressure in areas with no controlled parking to introduce CPZ's.

In 2014/2015, 2 new CPZ's will be implemented this will put pressure on the surrounding roads which are not regulated. This could lead to a demand to regulate these roads and introduce CPZ's.

Anticipated demand	Planning Assumptions					2018/19	The Corporate strategies your service contributes to
	2013/14	2014/15	2015/16	2016/17	2017/18		
Number of resident permits issued	13,638	14,481	Not known	Not known	Not known		Road Safety Plan
Number of visitors permits issued	252,520	280,600	Not known	Not known	Not known		Medium Term Financial Strategy Local Transport Plan
Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	
Staff (FTE)	71	72	72	72	72		
Transport	15	15	15	Not known dependant upon the above	Not known dependant upon the above		

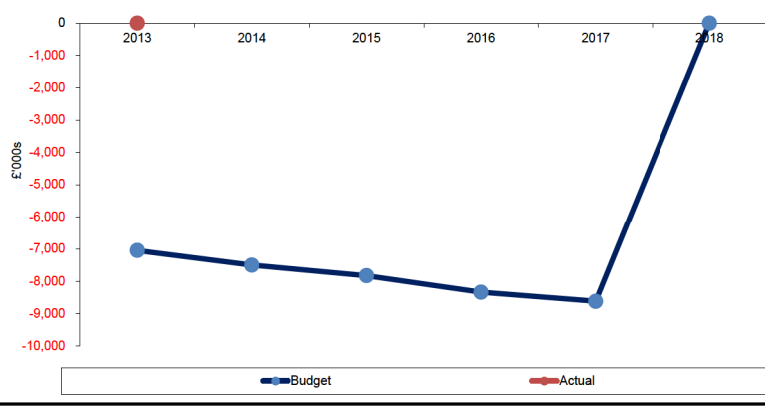
Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
% of parking permits issued within 5-7 days	90%	90%	90%	90%	90%		High	Monthly	Outcome	Loss of income
Sickness- No of days per FTE (12 month rolling average)	12	11	10	9	8		Low	Quarterly	Quality	Loss of income
Percentage of cases won at PATAS compared to previous years data	48%	50%	52%	54%	54%		High	Monthly	Business critical	Loss of income
Percentage of cases lost at PATAS compared to the previous years data	24%	23%	22%	21%	21%		Low	Monthly	Business critical	Loss of income
Percentage of cases where council does not contest at PATAS due to new evidence compared to the previous years data	28%	27%	26%	25%	25%		Low	Monthly	Business critical	Loss of income
Backlog of PCN correspondence, not to exceed 500 letters)	New	500	500	500	TBC		Low	Monthly	Business critical	Increased waiting times

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	<b>4,402</b>	<b>0</b>	<b>4,677</b>	<b>4,677</b>	<b>4,677</b>	<b>4,677</b>	<b>0</b>
Employees	2,382		2,476	2,476	2,476	2,476	
Premises	674		689	689	689	689	
Transport	150		155	155	155	155	
Supplies & Services	218		229	229	229	229	
3rd party payments	180		225	225	225	225	
Transfer payments	0		0	0	0	0	
Support services	747		832	832	832	832	
Depreciation	51		71	71	71	71	
<b>Revenue £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>
Income	11,457	0	12,182	12,505	13,013	13,295	0
Government grants	0		0	0	0	0	
Reimbursements	0		0	0	0	0	
Customer & client receipts	11,457		12,182	12,505	13,013	13,295	
Recharges							
Reserves							
Capital Funded							
<b>Council Funded Net Budget</b>	<b>-7,055</b>	<b>0</b>	<b>-7,505</b>	<b>-7,828</b>	<b>-8,336</b>	<b>-8,618</b>	<b>0</b>



Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
	100,000						
	100,000	0	0	0	0	0	0

Summary of major budget etc. changes 2015/16	
EN05=£37K; EV02=£4K; EV11=£125K	Add 12 FTEs (72.5 to 84.5 total) ME7 grade admin officers to handle increase in back office volumes with introduction of ANPR camera enforcement £340K
2016/17	
EN02=£226K; EV12=£125K	
2017/18	
EV12=£125K	
2018/19	



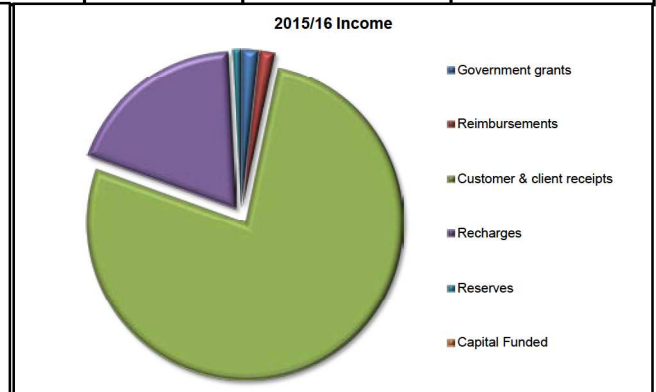
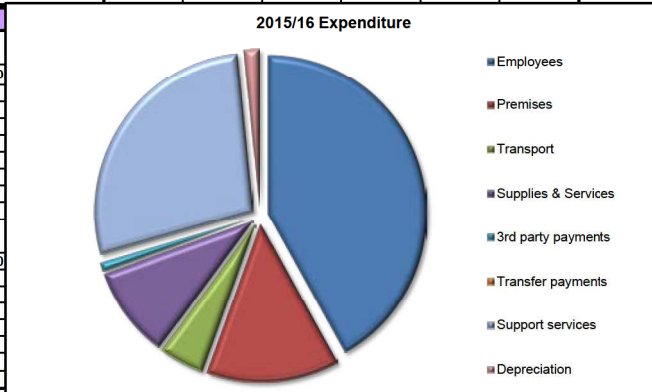
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD						
Parking						
PROJECT DESCRIPTION				MAJOR EXPECTED OUTCOME		Risk
						Likelihood
						Impact
						Score
<b>Project 1</b>	Project Title:	<b>Upgrade enforcement CCTV systems</b>				
Start date	2014-15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

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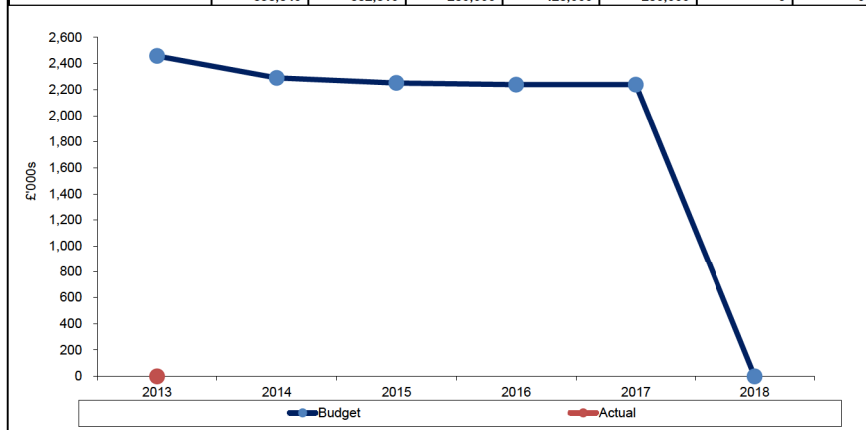
Parks and Green Spaces	Planning Assumptions						The Corporate strategies your service contributes to			
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19			
Enter a brief description of your main activities and objectives below  The service manages, maintains and develops Merton's parks & open spaces including the management of a cemetery service, and a varied programme of events from small community to large commercial ones. There are currently in excess of 100 separate sites. The team also manages allotments and works with allotment societies to assist them self-manage wherever possible. The service is becoming increasingly efficient and commercial in the way it manages its sports and other lettings and is moving to a position where community groups and organisations contribute directly to front-line delivery, including self-management of assets. The current TOM transformation process will emphasise and further embed these principles.  Objectives:  The team's primary objectives in the forthcoming years include the following principal tasks. <ul style="list-style-type: none"> <li>increasing income</li> <li>increasing operational expenditure</li> <li>maintaining and improving service standards and performance</li> <li>securing investment and delivering improvements to open space facilities</li> <li>encouraging and facilitating community self-management of sites and facilities</li> <li>providing project management, support and/or advice on the development and delivery of major open space construction and redevelopment projects</li> <li>implementation of agreed TOM transformation process outcomes</li> </ul>	Increased sport pitch demand	2%	1%	1%	1%	1%	1%	Open Spaces Strategy		
	Attendance at major community outdoor events (No. of people)	50,000	50,000	55,000	55,000	60,000	60,000	Children & Young person's Plan		
	Number of funerals at LRM cemeteries	200	205	210	215	220	220	Cultural Strategy		
								London wide strategy		
								Capital Programme		
	Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19			
	Staff (FTE)	64	83.8	80.3	77.8	73.8	73.8			
	Accommodation units	12	11	11	11	11	11			
	Transport vehicles	19	19	19	19	19	19			
Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
Residents % satisfaction with parks & green spaces	71	72	73	74	75	76	High	Annual	Perception	Reputational risk
Young peoples % satisfaction with parks & green spaces	70	71	72	73	74	75	High	Biennial	Perception	Reputational risk
Total LBM cemeteries income £	396,000	536,000	553,000	569,000	586,000	604,000	High	Monthly	Business critical	Loss of income
Total outdoor events income £	305,000	316,000	328,000	341,000	351,000	362,000	High	Monthly	Outcome	Loss of income
Number of Green Flags	5	5	5	5	5	6	High	Annual	Quality	Reputational risk
Number of outdoor events in parks	120	130	130	130	130	130	High	Monthly	Outcome	Reputational risk
Volunteer input in parks management (No. of groups)	25	30	35	40	45	50	High	Quarterly	Business critical	Reduced service delivery

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



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

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



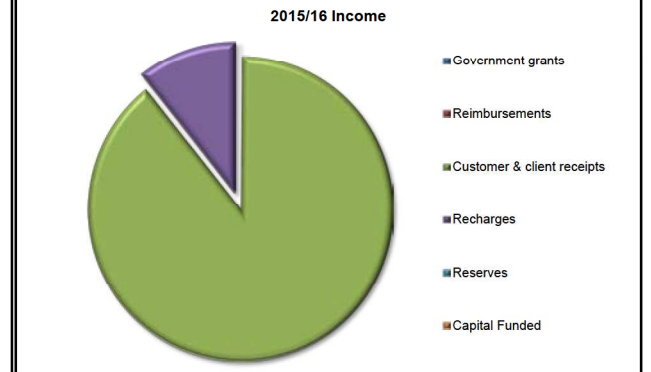
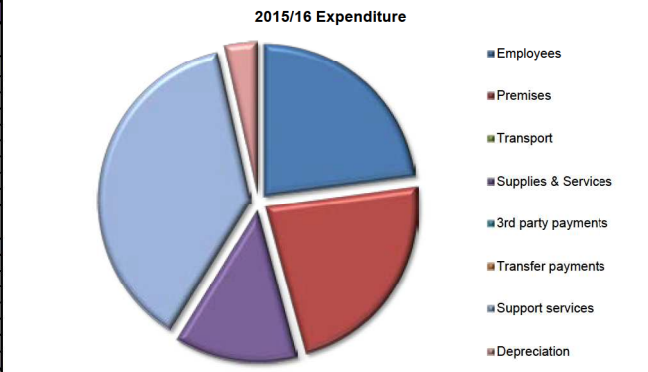
## DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

## Parks and Green Spaces

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

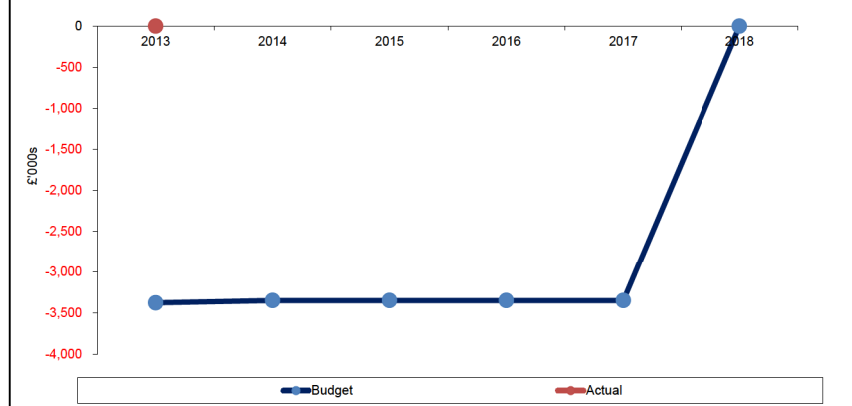
Property		Planning Assumptions						The Corporate strategies your service contributes to							
<b>Clr Andrew Judge Cabinet Member for Sustainability &amp; Regeneration</b>		<b>Anticipated demand</b>		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19						
<b>Enter a brief description of your main activities and objectives below</b>		The number of proposed disposals		2	12	4	5	1		Capital Programme					
<p>To ensure that all property transactions provide value for money and comply with statutory control. To maintain an accurate record of the property assets of the council and to provide asset valuations to support the council's accounts. To manage the council's investment portfolio to maximise income, managing the council's asset base to ensure that it has the accommodation necessary to support its services at a standard it can afford. To support regeneration, deal with occupation of council land by Gypsies and Travellers and lead the Integrated Project Team to deliver a programme of property sales to maximise capital receipts. Community Right to Bid - to manage applications for community assets to be listed and claims for compensation. TOM will lead to increased efficiency the possibility of acting for other authorities on specialisms and most significantly driving economic development and regeneration through closer working with Future Merton. This may impact on the timing of sales and capital receipts.</p> <p>Objectives                      • complete Asset Valuations to timetable agreed with Director of Corporate Services                      • drive programme of property disposals to maximise capital receipts and exceed target                      • critically examine operational property to ensure the council has the minimum necessary to support the business plan                      • maximise revenue income by letting vacant property                      • provide timely advice to inform regeneration projects                      • ensure team is arranged to support objectives.</p>		The number of proposed lettings		10	9	8	8	8		Economic Development Strategy					
		The number of proposed rent reviews		30	25	21	21	21			Housing Strategy				
		The number of commercial properties		394	394	394	394	394			Medium Term Financial Strategy				
		<b>Anticipated non financial resources</b>		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19						
		Staff (FTE)		6	6	6	6	6							
<b>Performance indicator</b>		<b>Performance Targets (T) &amp; Provisional Performance Targets (PT)</b>						<b>Polarity</b>		<b>Reporting cycle</b>		<b>Indicator type</b>		<b>Main impact if indicator not met</b>	
		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)								
Capital receipts		£5m	£4m	£12m	£16m	£1m		High	Quarterly	Business critical		Loss of income			
% Vacancy rate of prop. owned by council		5	4.0	3.5	3.5	3.3		Low	Quarterly	Outcome		Loss of income			
% Debt owed to LBM by tenants Inc. businesses		9.8	9.0	8.5	8.5	8.5		Low	Quarterly	Outcome		Loss of income			
Asset Valuations		150	150	150	150	150		High	Annual	Business critical		Breach statutory duty			

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	1,189	0	1,182	1,182	1,182	1,182	0
Employees	268		270	270	270	270	
Premises	261		270	270	270	270	
Transport	0		1	1	1	1	
Supplies & Services	121		155	155	155	155	
3rd party payments	7		0	0	0	0	
Transfer payments	0		0	0	0	0	
Support services	518		444	444	444	444	
Depreciation	14		42	42	42	42	
<b>Revenue £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>
<b>Income</b>	4,566	0	4,530	4,530	4,530	4,530	0
Government grants	0		0	0	0	0	
Reimbursements	18		5	5	5	5	
Customer & client receipts	4,046		4,042	4,042	4,042	4,042	
Recharges	502		483	483	483	483	
Reserves	0		0	0	0	0	
Capital Funded							
<b>Council Funded Net Budget</b>	<b>-3377</b>	<b>0</b>	<b>-3348</b>	<b>-3348</b>	<b>-3348</b>	<b>-3348</b>	<b>0</b>



Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
	1,016,670						
	1,016,670	0	0	0	0	0	0

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

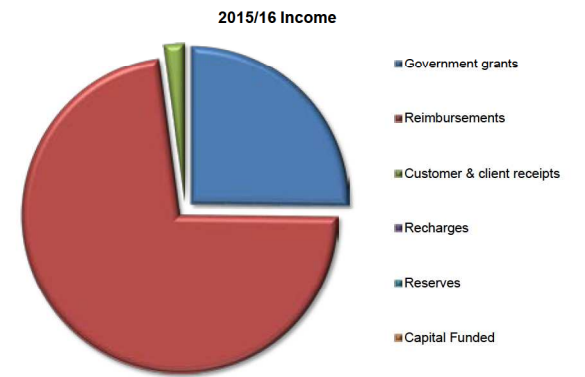
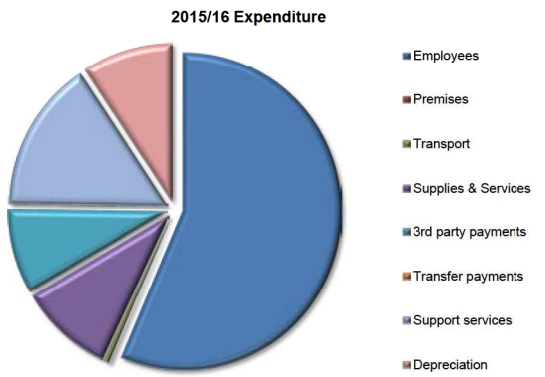


DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD									
Property									
PROJECT DESCRIPTION				MAJOR EXPECTED OUTCOME		Risk			
						Likelihood	Impact	Score	
<b>Project 1</b>		Project Title:	<b>Integrated Project Team</b>						
Start date	2012-13	Project Details:	This is to create a team which covers all aspects of the council which will allow better use of council properties and maximise capital receipts through either selling or rental		Income generation		2	2	4
End date	on going								
<b>Project 2</b>		Project Title:	<b>Asset Management Plan</b>						
Start date	2012-13	Project Details:	This is the creation of a plan which will help to maximise all the property held by the council		Income generation		1	2	2
End date	on going								
<b>Project 3</b>		Project Title:							
Start date		Project Details:							
End date									
<b>Project 4</b>		Project Title:							
Start date		Project Details:							
End date									
<b>Project 5</b>		Project Title:							
Start date		Project Details:							
End date									
<b>Project 6</b>		Project Title:							
Start date		Project Details:							
End date									
<b>Project 7</b>		Project Title:							
Start date		Project Details:							
End date									
<b>Project 8</b>		Project Title:							
Start date		Project Details:							
End date									
<b>Project 9</b>		Project Title:							
Start date		Project Details:							
End date									
<b>Project 10</b>		Project Title:							
Start date		Project Details:							
End date									

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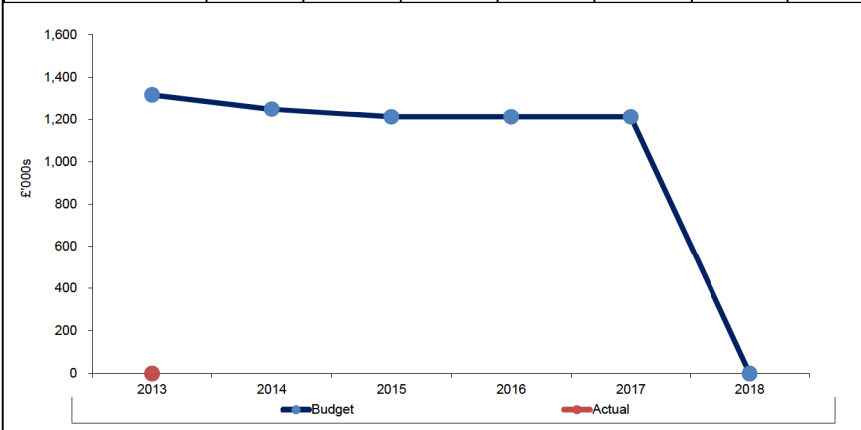
<p>Safer Merton</p> <p>Cllr Edith Joan Macaulay Cabinet Member for Engagement &amp; Equality</p> <p>Enter a brief description of your main activities and objectives below</p> <p>Safer Merton is a partnership of the statutory, voluntary and business sector partners who work together to combat crime &amp; disorder and increase safety &amp; the perceptions of safety, within the borough. The team consists of Voluntary Sector and Police and Health funded staff. The delivery of Crime and Disorder reduction is achieved through a range of interventions such as</p> <ul style="list-style-type: none"> <li>Tackling anti social behaviour and domestic violence</li> <li>Managing Neighbourhood Watch</li> <li>Drugs and alcohol abuse commissioning</li> <li>The provision of school officers, CCTV and offender work</li> </ul> <p>Other support and commissioned services are part of the teams remit as well as ensuring that the council is compliant with legislation.</p> <p>The service is managed through the council, and delivered by Police officers, joint health staff, voluntary sector and community.</p> <p>The Statutory duty of the council consists of:</p> <ul style="list-style-type: none"> <li>A duty to establish a crime and disorder partnership</li> <li>Complete an annual strategic assessment and agree a plan with partners in response</li> <li>Respond to and deal with crime and disorder through evidence based analytical work</li> <li>Delivering Anti-Social Behaviour actions and interventions</li> <li>Specific duties around Domestic Violence.</li> </ul>	Planning Assumptions							The Corporate strategies your service contributes to		
Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19		Adult Treatment Plan		
Number of new ASB cases	600	600	600	600	600	600		Anti Social Behaviour		
Population	206,038	208,822	211,569	214,229	216,806			Central Government		
No. Multi Agency Risk Assessment cases (domestic abuse)	117	129	141	153	153			Children & Young person's Plan		
Clients presenting at the One Stop Shop	250	275	275	275				Community Plan		
Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19		Crime & Disorder (partnership plan)		
Staff (FTE)	25	22	22	22	22			E Merton & Mitcham N'bourhood Renewal		
Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
% of ASB cases closed in line with the national standards	95	95	95	95	95	95	Low	Monthly	Business critical	Anti social behaviour
% CCTV cameras operational	95	95	95	95	95	95	High	Monthly	Outcome	Reputational risk
Proportion who successfully complete treatment and do not re-present	34	35	36	37	37		High	Quarterly	Outcome	Safeguarding issues
% of residents worried about drunk & rowdy behaviour (ARS)	42	41	40	39	39		Low	Annual	Perception	Reputational risk
% of residents worried about ASB (ARS)	44	43	42	41	41		Low	Annual	Perception	Reputational risk
% of residents worried about crime (ARS)	51	50	49	48	48		Low	Annual	Perception	Reputational risk
No. Multi Agency Risk Assessment cases (domestic abuse)	117	129	141	153	153		High	Monthly	Business critical	Breach statutory duty
No. of One Stop Shop sessions	46	46	46	46	46		High	Quarterly	Business critical	Reduced service delivery
No. of Local Multi Agency Problem Solving meetings	27	27	27	27	27		High	Quarterly	Business critical	Reduced service delivery
% of residents worried about drug users (ARS)	33	32	31	30	30		Low	Annual	Perception	Reputational risk
% of residents feeling well informed about tackling ASB (ARS)	30	31	32	33	33		High	Annual	Perception	Reputational risk

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	3,204	0	1,526	1,490	1,490	1,490	0
Employees	1,012		840	840	840	840	
Premises	4		2	2	2	2	
Transport	7		7	7	7	7	
Supplies & Services	179		179	143	143	143	
3rd party payments	1,568		129	129	129	129	
Transfer payments	0		0	0	0	0	
Support services	330		230	230	230	230	
Depreciation	104		139	139	139	139	
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	1,888	0	278	278	278	278	0
Government grants	317		70	70	70	70	
Reimbursements	1,539		202	202	202	202	
Customer & client receipts	6		6	6	6	6	
Recharges	0		0	0	0	0	
Reserves	26		0	0	0	0	
Capital Funded							
<b>Council Funded Net Budget</b>	<b>1,316</b>	<b>0</b>	<b>1,248</b>	<b>1,212</b>	<b>1,212</b>	<b>1,212</b>	<b>0</b>



Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
	25,000	145,000					
	25,000	145,000	0	0	0	0	0

Summary of major budget etc. changes	
Year	Change
2015/16	EV01=£36K
2016/17	
2017/18	
2018/19	

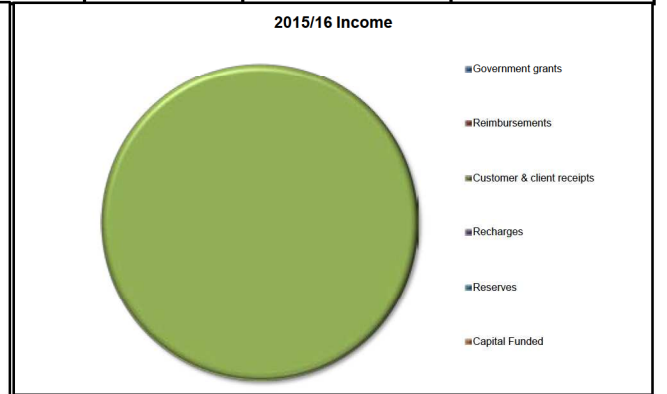
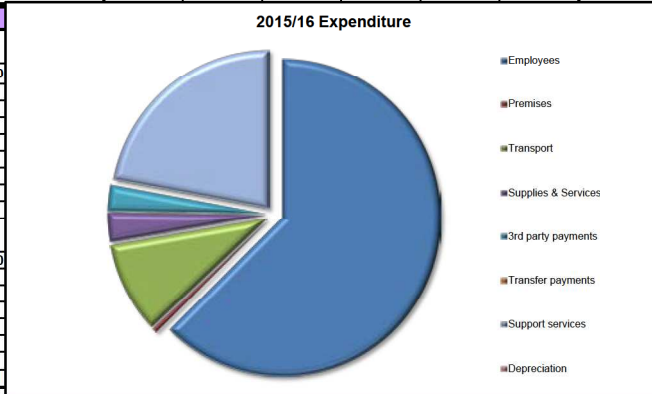


DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD									
Safer Merton									
PROJECT DESCRIPTION				MAJOR EXPECTED OUTCOME		Risk			
						Likelihood	Impact	Score	
<b>Project 1</b>		Project Title:	<b>Risk limitation of future grant loss</b>						
Start date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

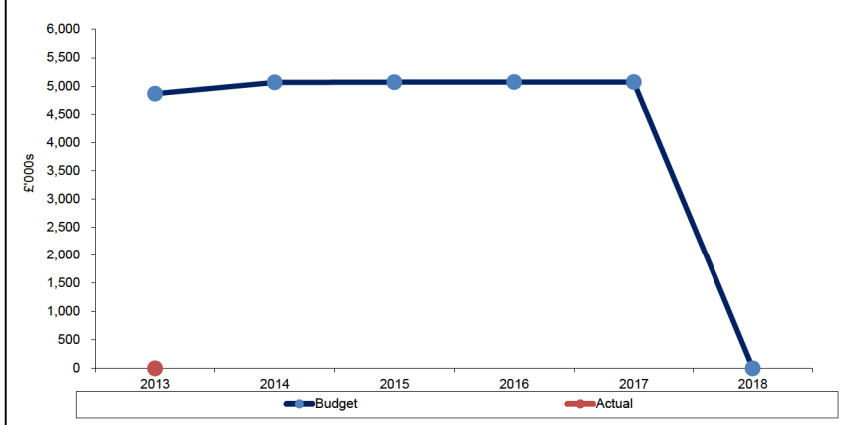
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Street Cleaning		Planning Assumptions						The Corporate strategies your service contributes to									
Cllr Judy Saunders Cabinet Member for Performance & Implementation		Anticipated demand		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	service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

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



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



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

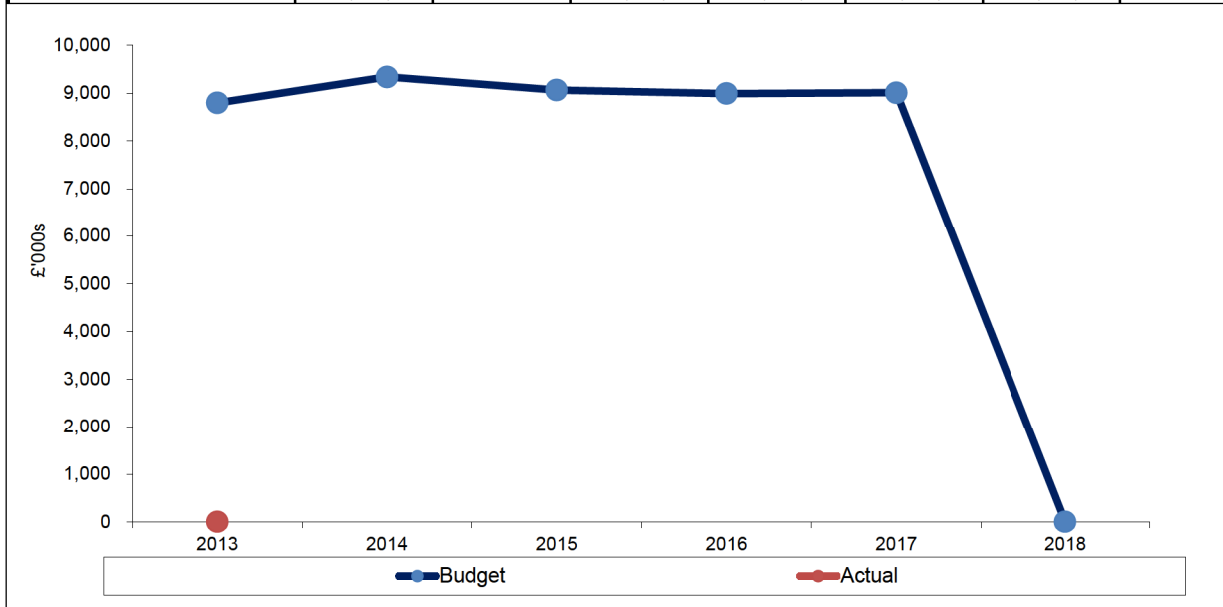
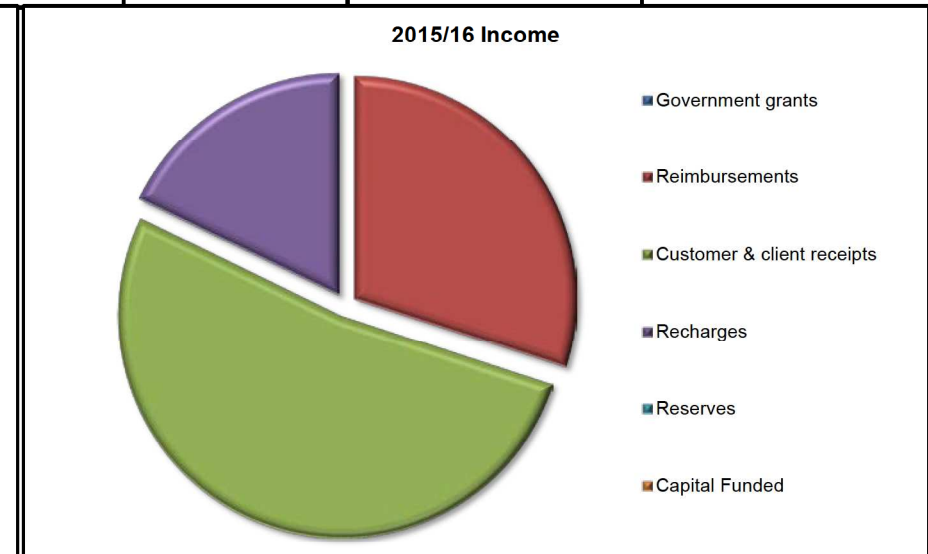
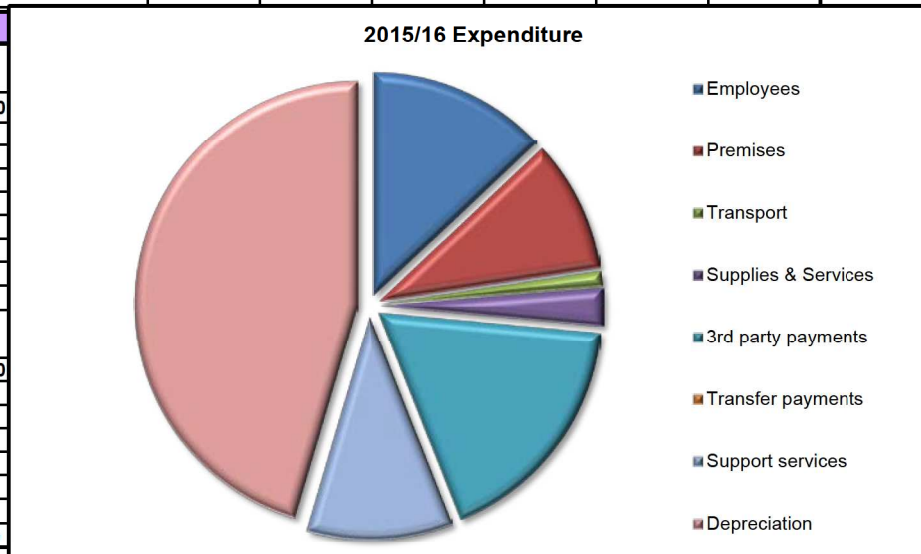
**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

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



Traffic & Highways		Planning Assumptions						The Corporate strategies your service contributes to			
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration		Anticipated demand		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19		
Enter a brief description of your main activities and objectives below		Street lights		12,673	12,673	12,673	12,673	12,674			
The service discharges the council's responsibilities as a Highway, Traffic and Local Flood Risk Authority, assists with its responsibilities as a Local Planning Authority and assists in the delivery of the Community Plan vision. It maintains 12,673 street lights, 363.5 kms of road network and 16,500 trees on the public highway with an anticipated additional 70 new trees planted per year.		Number of trees to be maintained		16,570	16,640	16,710	16,710	16,711			
		Network Maintenance and Improvement		363.5km	363.5km	363.5km	363.5km	363.5km			
		Number of Streetwork Permits issued		11,650	18,000	18,000	18,000				
		Anticipated non financial resources		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19		
The main aims of the service are to:  • Ensure the safe and expeditious movement of all traffic on the Highway Network. • Improve the condition of the highway network • Improve the Public Realm. • Improve the Street Scene. • Improve the quality of life of local residents  Objectives  The overall objectives of the Service is to effectively maintain and manage the highway network and to ensure that this network is safe and serviceable for all road users.  Specific Objectives:  Introduce Mobile working Channel shift and move to on-line self service system		Staff (FTE)		38	38	35	35	35			
Performance indicator		Performance Targets (T) & Provisional Performance Targets (PT)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)					2018/19(PT)
Avg days taken to repair out of light Lamp Columns		New	3	3	3	3		Low	Quarterly	Quality	Reduced customer service
% response to Emergency Callouts (within 2 hrs)		100	100	100	100	100		High	Monthly	Quality	Increased costs
% Streetworks permitting determined		98	98	98	98	98		High	Monthly	Quality	Loss of income
% Streetworks inspections completed		32	35	37	38	38		High	Quarterly	Unit cost	Loss of income
% jobs completed where no Fixed Penalty Notice issued		96	98	99	99	99		High	Monthly	Outcome	Reduced customer service
% of Condition Surveys completed on time		90%	92%	95%	95%	95%		High	Annual	Quality	Increased costs
Carriageway Condition - Unclassified Roads Defectiveness Condition Indicator		New	21%	20%	19%	19%		Low	Annual	Quality	Increased costs
Footway condition - Defectiveness Condition Indicator		New	21%	20%	19%	19%		Low	Annual	Quality	Increased costs

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	<b>11,420</b>	<b>0</b>	<b>12,127</b>	<b>11,856</b>	<b>11,792</b>	<b>11,808</b>	<b>0</b>
Employees	1,622		1,831	1,543	1,544	1,544	
Premises	1,274		1,138	1,138	1,108	1,108	
Transport	128		131	131	131	131	
Supplies & Services	252		326	327	307	307	
3rd party payments	1,914		2,058	2,074	2,059	2,075	
Transfer payments	0		0	0	0	0	
Support services	1,294		1,259	1,259	1,259	1,259	
Depreciation	4,936		5,384	5,384	5,384	5,384	
<b>Revenue £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>
<b>Income</b>	<b>2,619</b>	<b>0</b>	<b>2,787</b>	<b>2,787</b>	<b>2,797</b>	<b>2,797</b>	<b>0</b>
Government grants	0		0	0	0	0	
Reimbursements	624		837	837	847	847	
Customer & client receipts	1,436		1,453	1,453	1,453	1,453	
Recharges	559		497	497	497	497	
Reserves							
Capital Funded							
<b>Council Funded Net Budget</b>	<b>8,801</b>	<b>0</b>	<b>9,340</b>	<b>9,069</b>	<b>8,995</b>	<b>9,011</b>	<b>0</b>

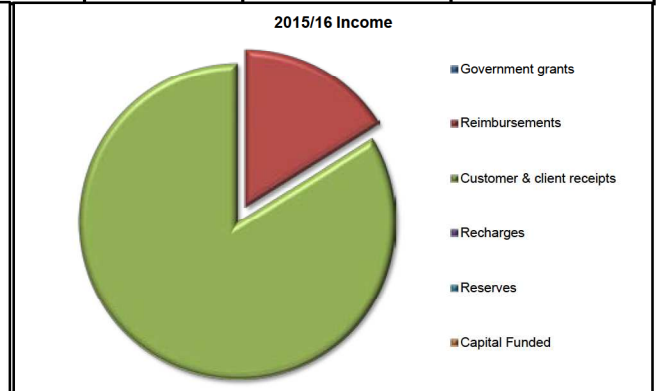
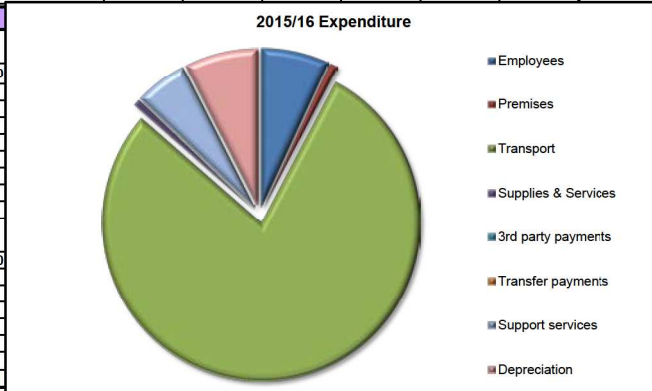


Summary of major budget etc. changes	
<b>2015/16</b>	EN29=£252K
<b>2016/17</b>	
<b>2017/18</b>	EN27=£10K; EN30=£20K; EN31=£30K; EN32=£10K
<b>2018/19</b>	

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

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

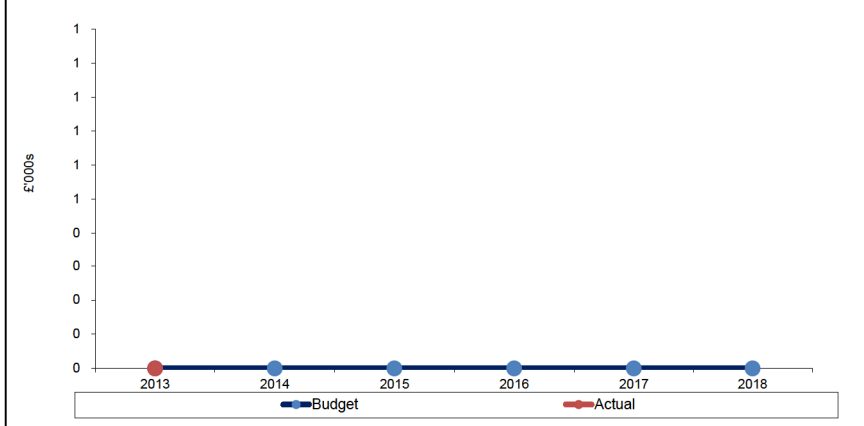
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	4,550	0	5,517	5,632	5,632	5,632	0
Employees	367		391	389	389	389	
Premises	67		49	46	46	46	
Transport	2,330		4,317	4,431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



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

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

Existing passenger Taxi framework expires in Oct 2015 - New contract scheduled to run from Oct 2015 for possibly 4 years



2016/17
2017/18
2018/19

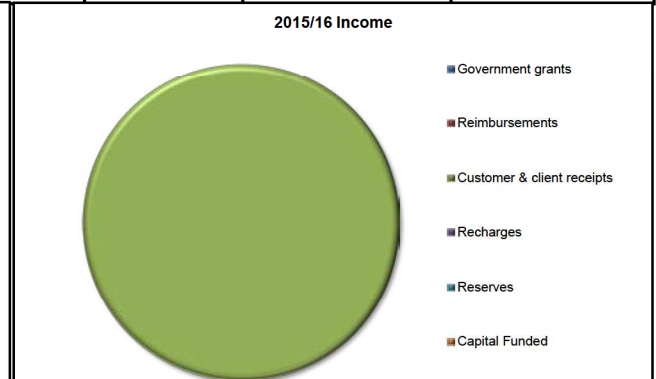
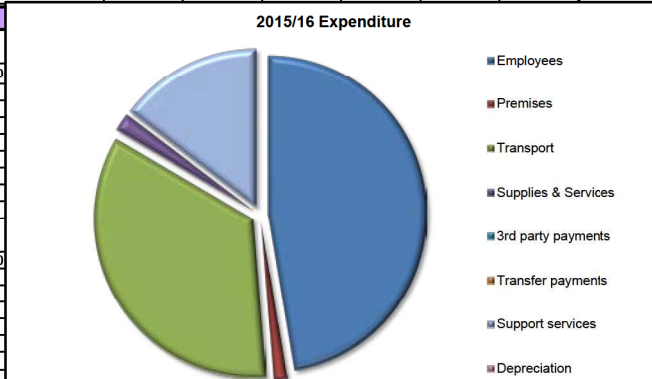
## DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

## Transport - Commissioning

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

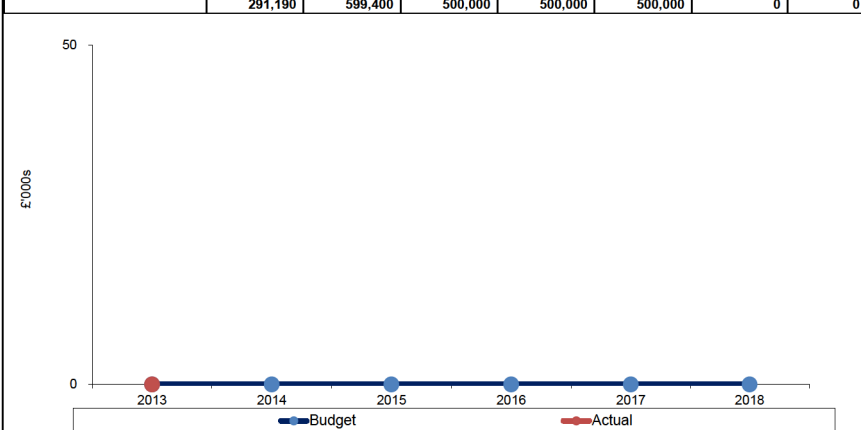
Transport - Passenger Fleet Service	Planning Assumptions						The Corporate strategies your service contributes to				
	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18		2018/19			
<b>Clr Andrew Judge Cabinet Member for Sustainability &amp; Regeneration</b> Enter a brief description of your main activities and objectives below Merton Transport Services provides transport and fleet support. We provide transport for adults and children who have special needs. Working in conjunction with our partners at Special Educational Needs (SEN) and Adult Social Care offering transport support. We operate a fleet of welfare vehicles that are fully accessible by all. Transport can be provided to day centres and schools as well as other journeys as required. Full fleet management is provided to support the councils fleet of vehicles. This includes all servicing, repairs, maintenance and Operators Licence requirements. In addition, we assist client departments such as Waste Services, in developing vehicle specifications and advise on vehicle types to enable solutions for operational problems to be resolved. Objectives .Merton Transport Services will provide a comprehensive and efficient transport service. .We will support user departments including Community & Housing, Childrens Schools and Families, Waste Operations and all other departments that require transport support. .We will ensure legal compliance with regard to all statutory requirements for road transport services including Operators Licence requirements.	C&H Passenger journeys	85,000	85,000	80,000	80,000	80,000	Children & Young person's Plan				
	CS&F passenger Journeys - in house	70,000	70,000	70,000	70,000	70,000	70,000	Community Plan			
	council fleet in need of maintenance/repair	192	192	192	192	192	Social Inclusion Strategy				
							Local Transport Plan				
	<b>Anticipated non financial resources</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>				
	Staff (FTE)	60	54	54	54	54					
	transport (vehicles used)	46	46	46	46	46					
	<b>Performance indicator</b>	<b>Performance Targets (T) &amp; Provisional Performance Targets (PT)</b>					<b>Polarity</b>	<b>Reporting cycle</b>	<b>Indicator type</b>	<b>Main impact if indicator not met</b>	
		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)					2018/19(PT)
	% MOT Vehicle pass rate	95	95	95	95	95	95	High	Quarterly	Outcome	Reduced customer service
	Average % Passenger vehicles in use	65	65	70	70	70	70	High	Quarterly	Unit cost	Increased costs
	% In house journey that meet timescales	85	85	85	85	85	85	High	Quarterly	Outcome	Increased costs
	% Client user satisfaction	97	97	97	97	97	97	High	Annual	Outcome	Reduced uptake of service
	Sickness - average days per fle	16	12	10	10	8	8	High	Quarterly	Unit cost	Increased costs

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	3,795	0	3,055	3,055	3,055	3,055	0
Employees	1,664		1,446	1,446	1,446	1,446	
Premises	34		42	42	42	42	
Transport	915		1,061	1,061	1,061	1,061	
Supplies & Services	63		57	57	57	57	
3rd party payments	0		0	0	0	0	
Transfer payments	0		0	0	0	0	
Support services	1,119		449	449	449	449	
Depreciation	0		0	0	0	0	
<b>Revenue £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>
<b>Income</b>	3,795	0	3,055	3,055	3,055	3,055	0
Government grants	0		0	0	0	0	
Reimbursements	0		0	0	0	0	
Customer & client receipts	2,713		3,055	3,055	3,055	3,055	
Recharges	1,082		0	0	0	0	
Reserves							
Capital Funded							
<b>Council Funded Net Budget</b>	0	0	0	0	0	0	0



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

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



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



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



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# Equality Analysis

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

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

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

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

## Stage 2: Collecting evidence/ data

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

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

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

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

## Stage 3: Assessing impact and analysis

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

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

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

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

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

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

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

### Stage 4: Conclusion of the Equality Analysis

#### Page 194 6. Which of the following statements best describe the outcome of the EA (Tick one box only)

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

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

**Stage 5: Improvement Action Plan**

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

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

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

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**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

- Savings from the EIP Commissioning budget could potentially have a negative impact on disadvantaged groups within the community
- In particular the proposals for 2015/16 could affect a small number of disabled children and their families
- Proposals for savings in 2016/17 could affect a wider number of children and families as this would mean a further reduction in the amount of money available to commission services

What course of action are you advising as a result of this assessment?

- Acceptance of these savings proposals based on the ability to mitigate negative impact on specific equality groups.

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

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



## **Committee:** Overview and Scrutiny Commission

**Date:** 25 November 2014

**Wards:** All

**Subject:** **Scrutiny of the Business Plan 2015-2019: comments and recommendations from the overview and scrutiny panels**

Lead officer: Julia Regan, Head of Democracy Services

Lead member: Councillor Peter Southgate, Chair of Overview & Scrutiny

Contact officer: Julia Regan; Julia.regan@merton.gov.uk; 020 8545 3864

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### **Recommendations:**

- A That in determining its response to Cabinet on the business plan 2015-19, the Overview and Scrutiny Commission considers and takes into account the comments and recommendations made by overview and scrutiny panels.
- 

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

- 1.1 This report sets out the comments and recommendations of each of the overview and scrutiny panels following consideration of the business plan. The Overview and Scrutiny Commission is recommended to take these into account when determining its response to Cabinet.

## **2. DETAILS**

- 2.1 On 20 October 2014, Cabinet received a report on the business plan for 2015-19. This included details of savings targets and the draft capital programme 2015-19. These items have been reported to the Overview and Scrutiny Panels and to the Commission so that comments and recommendations from scrutiny can be conveyed to Cabinet at its meeting on 8 December 2014.
- 2.2 The Overview and Scrutiny Commission has a constitutional duty to coordinate the scrutiny responses on the business plan and budget formulation. The outcome of scrutiny by the panels (described in section 3 below) is presented to Commission for this purpose.
- 2.3 The substantive report on the Business Plan 2015-2019 is contained elsewhere on this agenda for the Commission's consideration.

## **3. FINDINGS AND RECOMMENDATIONS OF THE OVERVIEW AND SCRUTINY PANELS**

- 3.1 Appendix 1 contains comments and recommendations made by the scrutiny panels.

3.5 The Overview and Scrutiny Commission is recommended to consider the comments and recommendations put forward by the scrutiny panels when determining its overall scrutiny response to Cabinet on the Business Plan 2015-19.

#### **4. ALTERNATIVE OPTIONS**

4.1 The Constitution requires the Overview and Scrutiny Commission to consider the comments and recommendations put forward by the overview and scrutiny panels and to agree a joint overview and scrutiny response. Cabinet is then required under the terms of the Constitution to receive, consider and respond to references from overview and scrutiny.

#### **5. CONSULTATION UNDERTAKEN OR PROPOSED**

5.1 The Constitution contains the requirements for consulting scrutiny on the budget and business plan. There is an initial phase of scrutiny in November each year, with the second round in January/February representing the formal consultation of scrutiny on the proposed Business Plan, Budget and Capital Programme.

#### **6. TIMETABLE**

6.1 Round one of scrutiny of the 2015-19 Business Plan was undertaken as follows:-

- Children & Young People Overview & Scrutiny Panel: 4 November 2014
- Sustainable Communities Overview & Scrutiny Panel: 11 November 2014
- Healthier Communities & Older People Scrutiny Panel: 12 November
- Overview and Scrutiny Commission: 25 November 2014

6.2 Comments and recommendations from round one will be reported to Cabinet on 8 December 2014.

6.3 Round two of scrutiny of the Business Plan is planned as follows:-

- Sustainable Communities Overview & Scrutiny Panel: 8 January 2015
- Children & Young People Overview & Scrutiny Panel: 13 January 2015
- Healthier Communities & Older People Scrutiny Panel: 14 January 2015
- Overview and Scrutiny Commission: 29 January 2015

6.4 The responses from round two will be presented to Cabinet on 16 February 2015. A meeting of full Council will then take place on 4 March 2015.

#### **7. FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS**

7.1 These are detailed in the substantive reports elsewhere on this agenda and in the reports considered by Cabinet on 20 October 2014.

**8. LEGAL AND STATUTORY IMPLICATIONS**

- 8.1 The process for developing the budget and business plan is set out in Part 4C of the Council's Constitution. The role of the Overview and Scrutiny Commission and panels with regard to the development of the budget and business plan is set out in Part 4E of the Constitution.
- 8.2 The legal and statutory implications relating to the Business Plan are contained in the reports elsewhere on this agenda.

**9. CRIME AND DISORDER IMPLICATIONS**

- 9.1 None directly relating to this report.

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

- 10.1 It is a fundamental aim of the scrutiny process to ensure that there is full and equal access to the democratic process through public involvement and engagement.

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

- 11.1 These implications are detailed in the reports elsewhere on this agenda.

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

Appendix 1: comments and recommendations made by the scrutiny panels in relation to the Business Plan 2015-19.

**13. BACKGROUND PAPERS**

- 13.1 Minutes of the meetings of the Overview & Scrutiny Panels in November 2014.

**References/Comments from Scrutiny Panels to the Overview & Scrutiny Commission 25 November 2014**

**Scrutiny of the Business Plan 2015-2019**

**Children and Young People Overview and Scrutiny Panel: 4 November 2014**

The Panel noted the report and agreed to forward their recommendations and comments to the Overview and Scrutiny Commission for consideration as follows:

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

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

**Sustainable Communities Overview and Scrutiny Panel: 11 November 2014**

The Panel noted and commented on the report. No comments were forwarded to the Overview and Scrutiny Commission.

**Healthier Communities and Older People O&S Panel: 12 November 2014**

The Panel raised some concerns about the knock on effects of budget cuts. It was agreed that this would be discussed in more detail at the January budget scrutiny meeting.

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

## OVERVIEW AND SCRUTINY COMMISSION - FINANCIAL MONITORING TASK GROUP

5 NOVEMBER 2014

(19.00 - 20.05)

PRESENT: Councillor Suzanne Grocott (in the Chair),  
Councillor Peter McCabe, Councillor Dennis Pearce and  
Councillor Peter Southgate

ALSO PRESENT: Paul Dale (Assistant Director of Resources), Caroline Holland (Director of Corporate Services) and Julia Regan (Head of Democracy Services)

### 1 APOLOGIES FOR ABSENCE (Agenda Item 1)

Apologies were received from Councillor Hamish Badenoch.

### 2 MINUTES OF MEETING HELD ON 22 JULY 2014 (Agenda Item 2)

Agreed.

### 3 FINANCIAL MONITORING REPORT - QUARTER 2 (Agenda Item 3)

Caroline Holland, Director of Corporate Services, introduced the report. She said that the forecast overspend of £4.37m had decreased by £0.9m since the previous month. Mitigating action taken by officers should lead to further decreases but there is likely to be a small overspend at year end. She drew the task group's attention to the recommendations made to Cabinet and to information that had been provided, including on capital virements, progress on previous savings and the miscellaneous debt update.

Councillor Suzanne Grocott asked to be sent further detail of the charges and work done on the item "rebuild unsafe wall" (page 17). ACTION: Director of Corporate Services.

In response to a question about the virement for the procurement strategy, Paul Dale, Assistant Director of Resources, explained that the additional staff would enable efficiency savings to be made.

#### Revenue budget 2014/15 (pages 18-37)

Task group members expressed concern at the projected overspend and asked what was being done to address this. Caroline Holland said that officers had been required to be much more rigorous and to control spend where possible. She added that the decrease between months 5 and 6 demonstrated that this action was beginning to take effect and that officers were taking the projected overspend seriously.

Paul Dale, described the work that he was carrying out to establish which aspects of the overspend were one-off items, which were ongoing cost pressures and which were caused by failure to deliver on previously agreed savings. He said that there were different factors in different areas.

Caroline Holland and Paul Dale provided further detail on some of the departmental items was provided in response to task group members' questions:

- Human resources (page 22) – the contract for the WCN recruitment system will last a further 18 months
- Childrens social care (page 25) has an ongoing overspend on social workers due to difficulties of recruiting and retaining permanent staff. A variety of measures have been put in place to address this but it is a regional issue and success so far has therefore been limited
- South London Waste Partnership (SLWP) overspend (page 34) is being investigated by Paul Dale
- Greenspaces (page 35) budget is being reviewed to address the mismatch between service activity and the base budget
- Building and development control (page 35) – the enhancement of the service was actioned in response to a recommendation from the Sustainable Communities Overview and Scrutiny Panel

Paul Dale undertook to ensure that acronyms would be set out in full in future reports.  
ACTION: Assistant Director of Resources

#### Savings progress 2014/15 (pages 58-72)

Task group members noted that the 30% shortfall in the delivery of savings was an improvement on the 47% reported at the last meeting and asked whether further improvement was expected. Caroline Holland confirmed that further progress was expected.

In response to questions about lack of progress on some of the community and housing department savings, Caroline Holland said that the Director was reviewing the adult social care service to identify what is required to drive these savings forward.

#### Miscellaneous debt update (pages 80-87)

Task group members noted that the level of housing benefit debt had stabilised but that for community and housing was rising. Paul Dale explained that the community and housing debts included debt secured against property whilst the owner was in residential care. This would eventually be recouped.

Caroline Holland added that debt is reviewed regularly and written off if deemed to be unrecoverable.

**Committee:** Overview and Scrutiny Commission  
**Date:** 25 November 2014  
**Wards:** All  
**Subject:** Proposal for the recruitment of new co-opted members to the Overview and Scrutiny Commission  
**Lead officer:** Julia Regan, Head of Democracy Services  
**Lead member:** Cllr Peter Southgate, Chair of the Overview and Scrutiny Commission  
**Contact officer:** Julia Regan: Julia.regan@merton.gov.uk 020 8545 3864

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## **Recommendations:**

That the Overview and Scrutiny Commission consider the proposals set out in this report and agree any changes it wishes to make to the process for the recruitment of non-voting co-opted members to the Commission.

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

- 1.1 The Commission, at its meeting on 7 October 2014, discussed and agreed proposals for a formal process for the appointment of non voting co-opted members, drawing on procedures that the Healthier Communities and Older People Overview and Scrutiny Panel has recently put in place. The intention is to attract co-opted members from across the community through an open and transparent recruitment process.
- 1.2 The Commission agreed that the proposed approach could be adopted flexibly to meet the specific individual needs of the Commission and the three Panels. It recommended that appointments be made for a 12 month period and that positions be advertised in My Merton.
- 1.3 This report sets out proposals for the recruitment and support of a maximum of two new non-voting co-opted scrutiny members on the Overview and Scrutiny Commission.
- 1.4 Note that the arrangements for appointing the statutory co-opted members (the Diocesan Board and Parent Governor representatives on the Children & Young People Panel and on the Commission) are not within the control of the council and are therefore not addressed in the report.

## **2. BACKGROUND**

- 2.1 Co-opted members can provide scrutiny committees or task groups with outside knowledge, experience and skills that can inform the work of scrutiny and complement the role of councillors. Co-opted members can be particularly helpful in representing community perspectives, contributing a wider perspective and encouraging public engagement.

- 2.2 The Commission and its associated task groups may also call upon expert witnesses to present information and ask/answer questions for particular agenda items or meetings – this may be a more effective use of that person’s time given the wide remit of the Commission.
- 2.3 The Commission’s remit includes:
- Crime and community safety, anti-social behaviour, drugs & alcohol treatment, domestic violence and road safety
  - Stronger communities: community leadership, voluntary & community sector, public involvement & consultation; community cohesion, service delivery diversity & equalities
  - Cross-cutting & strategic matters, including scrutiny of the budget & business plan, financial monitoring and the performance monitoring framework and the approach to partnership arrangements
  - Corporate capacity issues – communications, legal, human resources, IT, customer service
  - Responsibility for keeping scrutiny under review

### **3. BACKGROUND**

- 3.1 The Overview and Scrutiny Commission is asked to consider the proposals set out below and agree any changes it wishes to make to the process for the recruitment of non-voting co-opted members to the Commission:

#### Advertisement

- 3.2 The role must be widely advertised. This should include the Council’s website, My Merton, Merton Voluntary Service Council e-bulletin plus emails to local community organisations and resident associations.
- 3.3 In order to ensure that there is maximum learning from recruitment to the Healthier Communities and Older people Overview and Scrutiny Panel, it is proposed that the advertisement for co-option to the Commission will be placed in January 2015..

#### Role description

- 3.5 A draft role description and person specification is set out in Appendix 1.
- 3.6 It is proposed that the advertisement for co-opted members should state that the Commission would particularly welcome applications from people who have a particular interest or experience of crime and community safety issues or financial expertise.

#### Selection

- 3.8 Applicants will be shortlisted against the criteria set out in the role description.
- 3.9 Shortlisted applicants will be invited to an informal 20 minute interview with the Chair, Vice Chair and Head of Democracy Services.
- 3.10 The appointment should be made for a twelve month period and applicants will be encouraged to attend a meeting of the Commission prior to making a final decision.
- 3.11 In recognition of the existing size of the Commission, it is proposed that a maximum of two people will be appointed.

#### Support



- 3.13 Co-opted members should attend an induction briefing with the scrutiny officer prior to attending the first panel or task group meeting.
- 3.14 Co-opted members should be invited to join any training that is provided to scrutiny councillors.
- 3.15 Non-voting co-opted members will not be paid an allowance but travel and any reasonable subsistence expenses that are incurred whilst fulfilling duties as a co-opted member will be re-imbursed.

#### **4. ALTERNATIVE OPTIONS**

- 4.1 The Commission is invited to discuss the proposals within the report and request any changes that it wishes to make.

#### **5. CONSULTATION UNDERTAKEN OR PROPOSED**

- 5.1 None for the purposes of this report.

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

- 6.1 The cost of recruitment and support of co-opted members would be met within existing budgets.

#### **7. LEGAL AND STATUTORY IMPLICATIONS**

- 7.1 The Local Government Act 2000 provides for the formal co-option of a person onto a committee to occupy a non-voting position.

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

- 8.1 It is a fundamental aim of the scrutiny process to ensure that there is full and equal access to the democratic process through public involvement and engagement. The proposed approach for a widely advertised and clear process will enable local residents and community and voluntary sector groups to apply for these positions and to engage with scrutiny.

#### **9. CRIME AND DISORDER IMPLICATIONS**

- 9.1 The Police and Justice Act 2006 allows crime and disorder committees (the Commission has this role in Merton) to co-opt additional members with particular expertise in crime and disorder issues. Co-optees must be employees, officers or members of one of the responsible authorities. Cabinet Members may not be co-opted.

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

- 10.1 There are none specific to this report.

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

- 11.1 Appendix 1 –draft role description and person specification for appointment of non-voting co-opted persons to the Overview and Scrutiny Commission.

#### **12. BACKGROUND PAPERS**

- 12.1 None

## **Role Description**

### **Position:**

### **Voluntary Co-opted Scrutiny Member to the Overview and Scrutiny Commission**

## **Background information**

Are you interested in improving local public services?

Are you able to investigate issues in-depth; work in a non-party political way; focus on the needs of the whole borough and not just those of where you live or the group that you identify with, and give up your time to attend and actively participate in meetings?

If the answer is yes, then volunteering as a co-opted member could be for you. The Council currently has vacancies for non-statutory, voluntary co-opted scrutiny members to serve on the Overview and Scrutiny Commission.

The Overview and Scrutiny Commission is responsible for the scrutiny of cross cutting and strategic issues, crime and disorder and issues relating to the council's "corporate capacity". The Commission acts as a coordinating body in supporting the three Overview and Scrutiny Panels and has responsibility for developing and keeping scrutiny under review.

Scrutiny Committees do not make decisions on spending or policy – this is a function of the Cabinet and the full Council. Neither can Scrutiny Committees, by law, investigate individual complaints against the Council or other public bodies.

## **A Scrutiny Co-opted Member's Role**

As a co-opted member, you will work with elected councillors from all parties on the Overview and Scrutiny Commission and will be expected to use your relevant skills and knowledge to add to the discussion and debate.

You may also be invited to join a task group to look at a particular issue or service in greater depth, where you have relevant knowledge or expertise.

## **Time Commitment**

Co-opted members will be expected to attend Overview and Scrutiny Commission meetings (approximately 6 times a year but this may vary) which are held from 7.15pm in the evening at the civic centre and last a maximum of three hours. You will need to allow some time before the meeting to read and consider reports and to attend any additional member development meetings or site visits.

## **Terms of Appointment**

Co-opted members will be appointed for a period of twelve months initially and may be re-appointed for a further twelve months by the Commission. Co-opted members will also be required to comply with any conditions that are attached to the position. Where there is a breach of conditions, co-option will cease following consideration by the Head of Democracy Services and the Monitoring Officer.

**Training**

You will be given the opportunity to learn about how aspects of council services are delivered and to take part in scrutiny training sessions and any site visits that members of the overview and Scrutiny Commission undertake. Dates will be provided as and when they become available.

**Application**

You will need to complete an application form and this should be supported by a reference.

***Conditions of appointment***

All applications will be evaluated against the competencies stated above.

The total number of non-statutory co-opted members to the Commission will not exceed the required number of two. Where the number of applications exceeds this number, the most appropriate representatives will be selected.

Co-opted members will be entitled to claim travelling or other reasonable expenses. A candidate for appointment must disclose any relationship to a Councillor or to any member of staff.

Successful applicants will be expected to observe the Code of Conduct for Members, as set out in the Council's Constitution which covers, among other matters, treating others with respect, not disclosing confidential information and disclosing relevant financial interests. The Code of Conduct can be found in the Merton constitution which is on the website or at the following link:

<http://democracy.merton.gov.uk/documents/s2597/Part%205A.pdf>

The deadline for applications is Friday 30 January 2015. Completed application forms should be either emailed or posted to:

**Email:** [scrutiny@merton.gov.uk](mailto:scrutiny@merton.gov.uk)

**Post:** London Borough of Merton, Democracy Services, London Road, Morden SM4 5DX

## Overview and Scrutiny Commission – appointment of a co-opted member

### Person specification

#### Qualifications:

No formal qualifications are required

#### Essential:

Be able to contribute to the work of the Overview and Scrutiny Commission as a whole in terms of debate, local knowledge and insight into issues of local concern.

Have a working knowledge and/or experience of one or more of the following areas:

- Crime and community safety
- Public sector finance
- Voluntary and community sector
- Diversity and equalities issues
- Performance management

Be committed to equalities and the positive development of all Communities in Merton.

To be a good communicator and to be able to contribute constructively to discussions

Have an understanding of local government.

Be available to attend evening meetings in the civic centre

Live or work in the borough

To build positive relationships with other Commission members, councillors, partner organisations and officers in the council.

To sign up to the councils code of conduct and complete the declaration of pecuniary interest form.

#### Desirable

Experience of working in committee structure in the public, private or voluntary sector.

Understanding of the work of locally elected councillors

Be able to offer relevant specialist skills or knowledge relevant to the work of the Overview and Scrutiny Commission.

#### Other requirements:

Must not be disqualified from standing for election as a councillor, ie been adjudged bankrupt or been sentenced to a term of imprisonment for a period of not less than three months in the past five years.

# Overview and Scrutiny Commission Work Programme 2014/15



This table sets out the Overview and Scrutiny Commission's Work Programme for 2014/15 that was agreed by the Commission at its meeting on 8 July 2014. This work programme will be considered at every meeting of the Commission to enable it to respond to issues of concern and incorporate reviews or to comment upon pre-decision items ahead of their consideration by Cabinet/Council.

The work programme table shows items on a meeting by meeting basis, identifying the issue under review, the nature of the scrutiny (pre decision, policy development, issue specific, performance monitoring, partnership related) and the intended outcomes. The last page provides information on items on the Council's Forward Plan that relate to the portfolio of the Overview and Scrutiny Commission so that these can be added to the work programme should the Commission wish to.

**The Commission is asked to identify any work programme items that would be suitable for the use of an informal preparatory session (or other format) to develop lines of questioning (as recommended by the 2009 review of the scrutiny function).**

The Overview and Scrutiny Commission has specific responsibilities regarding budget and financial performance scrutiny and performance monitoring which it has delegated to the financial monitoring task group – agendas and minutes are published on the Council's website.

## **Scrutiny Support**

For further information on the work programme of the Overview and Scrutiny Commission please contact: -  
Julia Regan, Head of Democracy Services, 0208 545 3864, [Julia.regan@merton.gov.uk](mailto:Julia.regan@merton.gov.uk)

**Meeting date – 7 October 2014**

<b>Scrutiny category</b>	<b>Item/Issue</b>	<b>How</b>	<b>Lead Member/ Lead Officer</b>	<b>Intended Outcomes</b>
Scrutiny of crime and disorder	Borough Commander	Presentation/report and in-depth discussion	Borough Commander	Update on policing issues
Holding the executive to account	Customer contact programme	Report	Sophie Ellis, Assistant Director of Business Improvement	Progress report for comment
Policy development	CCTV review	Report from external consultant	Chris Lee, Director of Environment and Regeneration	To review with a view to follow up through task group review
Scrutiny reviews	Review of use of co-opted and expert witnesses in scrutiny	Report	Cllr Peter Southgate Julia Regan	To discuss and agree policy in relation to recruitment of co-opted members
	Financial monitoring task group	Minutes of meeting	Cllr Peter Southgate Julia Regan	To note minutes of meeting held on 22.07.14

**Meeting date – 25 November 2014**

<b>Scrutiny category</b>	<b>Item/Issue</b>	<b>How</b>	<b>Lead Member/ Lead Officer</b>	<b>Intended Outcomes</b>
Budget scrutiny	Business Plan 2015/19 - information pertaining to round one of budget scrutiny	Report – to include safer Merton service plan	Cllr Mark Allison Caroline Holland, Director of Corporate Services	To send comments to Cabinet budget meeting 8 December
Policy development	Financial resilience project	Update report	Simon Williams, Director of Community and Housing	To impact on emerging recommendations and/or the action plan
	Domestic violence audit	Report on findings and outcome of the audit and update on discussions regarding location of DV services	Chris Lee, Director of Environment and Regeneration	To discuss and comment
	My Merton	Short briefing report on circulation and distribution, to include results from annual Residents Survey in relation to readership	Sophie Poole, Head of Communications	To discuss and comment
Scrutiny reviews	Financial monitoring task group	Minutes of meeting	Cllr Peter Southgate Julia Regan	To note minutes of meeting held on 05.11.14

**Meeting date – 29 January 2054 – scrutiny of the budget**

Scrutiny category	Item/Issue	How	Lead Member/Lead Officer	Intended Outcomes
Budget scrutiny	Business Plan 2015/19	Report – common pack for Panels and Commission	Cllr Mark Allison, Cabinet Member for Finance Caroline Holland, Director of Corporate Services	To report to Cabinet on budget scrutiny round 2
	Business Plan update - latest info from Cabinet 19 January (if any)	Report	Cllr Mark Allison, Cabinet Member for Finance Caroline Holland, Director of Corporate Services	To report to Cabinet on budget scrutiny round 2



**Meeting date – 10 March 2015**

<b>Scrutiny category</b>	<b>Item/Issue</b>	<b>How</b>	<b>Lead Member/Lead Officer</b>	<b>Intended Outcomes</b>
Scrutiny of crime and disorder	Discussion of questions for the Borough Commander	Discussion	Cllr Peter Southgate Julia Regan	Discussion to plan line of questioning for meeting on 25 March
Policy review	Monitoring the Council's equalities commitments	Report	Yvette Stanley, Director, Children Schools and Families	To comment on annual action plan update
Holding the executive to account	Customer contact programme	Report	Sophie Ellis, Assistant Director of Business Improvement	Progress report for comment
Performance management	Members' Survey 2014 - analysis	Report	Cllr Peter Southgate Julia Regan	Discuss findings and agree action plan for 2015/16
Scrutiny reviews	Financial monitoring task group	Minutes of meeting	Cllr Peter Southgate Julia Regan	Note minutes of meeting held on 26.02.15

Meeting date – 25 March 2015

Scrutiny category	Item/Issue	How	Lead Member/Lead Officer	Intended Outcomes
Scrutiny of crime and disorder	Borough Commander	Presentation/report and discussion	Borough commander	Update on future of policing in Merton
	Rehabilitation strategies	Information and data on how rehabilitation (probation) services are delivered and anticipated changes in line with the Offender Rehabilitation Act 2014	Chris Lee, Director of Environment and Regeneration	To assess the impact that the Act will have in Merton & whether it wishes to make any recommendations about ways of working locally
Holding the executive to account	CCTV update	Report from CCTV steering group	Chris Lee, Director of Environment and Regeneration	Update on implementation of action plan
Performance management	Overview and Scrutiny Annual Report	Report	Cllr Peter Southgate Julia Regan	To approve and forward to Council
Holding the executive to account	Volunteering	Report	Simon Williams, Director of Community and Housing	Update on implementation of Merton Partnership Volunteering & Community Action Strategy and annual update from lead CMT member.