

Merton Council Children and Young People Overview and Scrutiny Panel



Date: 14 January 2014
Time: 19:15
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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Children and Young People Overview and Scrutiny Panel membership

Councillors:

Jeff Hanna (Chair)
James Holmes (Vice-Chair)
Agatha Mary Akyigyina
Laxmi Attawar
Iain Dysart
Karin Forbes
Oonagh Moulton
Linda Taylor OBE
Ray Tindle
Peter Walker

Substitute Members:

David Chung
Mary-Jane Jeanes
Peter McCabe
John Sargeant
Debbie Shears
Simon Withey

Co-opted Representatives

Peter Connellan, Roman Catholic diocese
Colin Powell, Church of England diocese
Dr Joanne Sullivan-Lyons, Secondary school parent governors
Vacancy, Primary school parent governor representative

Note on declarations of interest

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

What is Overview and Scrutiny?

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

Scrutiny's work falls into four broad areas:

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

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

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Agenda Item 1

CHILDREN AND YOUNG PEOPLE OVERVIEW AND SCRUTINY PANEL 6 NOVEMBER 2013

(19.15 - 21.20)

PRESENT Councillors Jeff Hanna (in the Chair), James Holmes, Agatha Mary Akyigyina, Laxmi Attawar, Iain Dysart, Karin Forbes, Oonagh Moulton, Linda Taylor, Peter Walker, Peter Connellan and Ray Tindle
Co-opted members –Peter Connellan,

ALSO PRESENT: Councillors Maxi Martin (Cabinet Member for Children’s Services)
Paul Angeli (Head of Children’s Social Care), Paul Ballatt (Head of Commissioning, Strategy and Performance), Jan Martin (Head of Education), Caroline Holland (Director of Corporate Services), Rebecca Redman (Scrutiny Officer)

1 DECLARATIONS OF INTEREST (Agenda Item 1)

None.

2 APOLOGIES FOR ABSENCE (Agenda Item 2)

Apologies for absence were received from Yvette Stanley (Director of Children, Schools and Families), Councillor Martin Whelton (Cabinet Member for Education), Councillor Ray Tindle, Colin Powell and Dr Jo Sullivan-Lyons.

3 MINUTES OF THE MEETING HELD ON 17 SEPTEMBER 2013 (Agenda Item 3)

Councillor Iain Dysart asked that an amendment be made on page, paragraph to reflect the separate discussion of items. The Minutes were agreed as a true record.

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

4 MATTERS ARISING FROM THE MINUTES (Agenda Item 4)

The Panel agreed to re-order the agenda and take Item 8 first.

5 BUSINESS PLAN UPDATE 2014-2018 (Agenda Item 8)

Caroline Holland introduced the report.

Councillor Agatha Akyigyina asked about the controlled expenditure. Caroline Holland explained that this is direct expenditure, of which, the schools grant did not form a part. This included salaries and running expenses. CSF has a lower income in comparison to other departments. There is a lower savings weighting for CSF.

Councillor Oonagh Moulton enquired about the savings targets. Caroline Holland explained that the base savings for 2014/15 and 2015/16 in the base budget had been rolled forward and would only come back to the Panel if changes were being proposed.

Councillor Peter Walker asked about gearing in comparison with other departments. Caroline Holland explained that for CSF it stood at 0.5, C&H stood at 0.75, and CS stood at 1.5. This is based on expenditure as CSF needs to find fewer saving than other departments. The weightings are designed around the programmes we would like to protect first.

Councillor Peter Walker stated that this should be clear in the report to emphasise the values of the administration. Councillor Maxi Martin stated her commitment to this and noted that this has always been communicated.

Councillor Oonagh Moulton asked what changes there were in the capital programme in relation to primary school expansion and with regard to secondary schools from 2014 onwards, how realistic these targets are.

Caroline Holland explained that this was based on outturn from 2012/13 and regular monitoring was undertaken. In 2013/14 certain schemes have been re-profiled. Budget managers are being asked to regularly review how they are performing.

Paul Ballatt explained that there had been some slippage in some schemes and that the future projected expansion is indicative at this stage. Regular monitoring is undertaken to challenge assumptions. 21 additional permanent forms of entry are being planned for. The Children and Young People Scrutiny Panel agreed the direction of travel for secondary school expansion when consulted. However, a programme based on certainty has not yet been established. The council has written to all secondary schools requesting them to agree to expansion and to indicate their preferred timing. The figures on page 73 represent filling up surplus, expansion, academies and the provision of additional forms of entry in community schools. The council are also looking at new provision and also an element of expansion in faith schools, where there is demand particularly from Merton residents. The council may need further new secondary provision hence the uncertainty at this stage.

Councillor Oonagh Moulton asked how the interest and intake for faith school provision had been established. Paul Ballatt explained that work was underway looking at the pattern of demand for faith schools and a matter of affordability.

Councillor Peter Walker asked what percentage of children are at Wimbledon and Ursuline schools now. Paul Ballatt explained that this data could be circulated after it has been analysed.

Councillor Peter Walker asked when the contract for Dundonald was expected to go ahead. Paul Ballatt explained that this was a decision to be taken by Cabinet in December – alongside decision-making about the land appropriation recently consulted on. Officers are also optimistic that the very long-running issues regarding Sport England's position on the Dundonald proposal may be resolved finally shortly. Were there to be a subsequent JR on the decision-making, the council would need to take a view on either pausing plans for the development or proceeding following a risk assessment.

Councillor James Holmes asked if faith schools were oversubscribed. Paul Ballatt explained that Wimbledon and Ursuline were oversubscribed and that Merton will have to make a decision regarding investment in provision that may be used by children living in other authority boundaries.

Councillor James Holmes enquired about further new school provision. Paul Ballatt explained that 2 new schools may be required with 20-30 additional forms of entry required in the secondary sector. Expansion therefore has to be at the core of the strategy.

Councillor James Holmes asked what time scales were in place to determine what provision would be taken forward. Paul Ballatt explained that it was not easy to state at this point and that there were other factors to consider.

Caroline Holland explained that school expansion proposals would need to be considered when further information was available to determine revenue impact and longer term planning could be undertaken.

Councillor Peter Walker added that we should be learning from primary school expansion which was cheaper and consider expansion and split site provision. Paul Ballatt offered reassurance that the core values of the expansion strategy are to build upon the existing estate. There is a commitment not to expand beyond 10 forms of entry and all factors are being considered.

RESOLVED: Councillor Jeff Hanna thanked the officers and agreed with the Panel that these comments be forwarded to the Overview and Scrutiny

Commission and expressed the Panels desire to see more accurate costs as soon as they can be achieved.

6 SAFEGUARDING - PROGRESS REPORT (Agenda Item 5)

Paul Angeli noted the key challenges the council faced last year and that these were likely to continue with the new inspection framework. There have been a number of changes in service delivery over the last year and the restructuring of the safeguarding service and MASH will lead to improvements. The Safeguarding Board have a role in management and overview of safeguarding. There is excellent practice in the borough and the work on Child sexual exploitation has been put forward for the annual London Safeguarding Children Awards.

Councillor Maxi Martin explained that this work was critical and that partnership working was central to its success.

Councillor Linda Taylor enquired about the timescales for gathering more robust data. Paul Angeli explained that this data was coming through from different agencies but that it was difficult to confirm timescales.

Councillor Linda Taylor asked how this data, when gathered, would support service delivery. Paul Angeli explained that the board were looking at a sub group structure and for a mechanism to draw this information together and use in the process of challenge individual agencies.

Councillor James Holmes asked what agencies and what data and why the process would become more robust as a result. Paul Angeli confirmed that this would include police, Health, Schools, and CAMHS etc. Paul Ballatt added that an example of how this data would support this work would be in the case of inquiracy, where agencies need to meet to discuss the child's needs to be able to complete a care plan. Certain people around the table are key to this. Aligning data addresses issues of quoracy.

Councillor Agatha Akyigyina asked if we should be concerned about the 100% increase of referral to the LADO. Paul Angeli explained that this is because there had been because of awareness raising around the work of LADO and also the work of the quality assurance team which has had a knock on effect on the number of referrals.

Councillor Jeff Hanna asked about the outcomes of these referrals. Paul Angeli confirmed that there has not been a major increase in action needing to

be taken following these referrals but that more LADO meetings are being held. This workload is manageable.

Councillor Iain Dysart asked for information on the learning framework developed by the Board, on the influence of MASH on the increase in the rates of referral to assessment and why this is the case, is this because of better recording practices? Councillor Iain Dysart asked what percentage of conferences has been in quorate.

Paul Angeli explained that funding arrangements were secure for the Board and that the partnership is committed to funding this activity. With regard to MASH, the rates of referral to assessment are influenced by a range of factors.

Paul Angeli explained that the data on the number of child protection conferences that were not quorate could be forwarded to the Panel outside of the meeting. The department were focusing on not cancelling child protection conferences and where this is unavoidable the Child Protection Plan is reviewed and updated.

Councillor Oonagh Moulton asked how effective MASH was and if the police had been working collaboratively with the council. Paul Angeli commented that the police had been committed and that their involvement was something to be celebrated and that the presence of MASH has made a difference and that analysis is required but so far the contribution of MASH has been helpful. The department are also looking at good practice.

Councillor Debbie Shears emphasised the need to look at good practice elsewhere and ensure we are learning from others. Paul Angeli added that there is a wide variation in London and that the council were looking at more joint working in MASH with regard to sharing information.

RESOLVED: Panel noted the report and expressed thanks for the departments work to date.

7 LOOKED AFTER CHILDREN - PROGRESS REPORT (Agenda Item 6)

Paul Angeli introduced the report and explained that there had been a rise in the number of Looked after Children (LAC) during the course of the last 6 months. There have been particular pressures surrounding 16/17 year olds entering the care system and the council is facing external scrutiny in relation to adoption and permanency. The service is well managed by the Corporate

Parenting Committee and there have not been any increases in other areas of activity in case work or of children needing to be removed.

Councillor James Holmes asked about the challenges the team are facing and if the increase in 16/17 year olds coming into the service was a natural trend or if the council needs to be developing a strategy to tackle this.

Paul Angeli explained that the reasons for this rise were not clear and that young people presenting as homeless have to be seen by the LAC team under current legislation and assessed on this basis. The department are in discussion with housing to address this issue as a proportion of young people coming into the system may not need to be in the care system. 16/17 year olds are treated as children and therefore the Local Authority is expected to accommodate them.

Paul Ballatt added that Merton Action for Single Homeless does not require young people to be identified as LAC and there are proposals to expand this provision. There is a discussion taking place to establish what can be offered to older young people. The challenge over the next 12 months is diverting young people away from children's social services and finding appropriate alternative provision.

Councillor Agatha Akyigyina asked about 14/15 year old children who were not mentioned in the report and what support system was in place for this group. Paul Angel explained that this had been an oversight on his part in the report and that the factors influencing young people coming into the service are familial breakdown, crime and unaccompanied minors. This group of people needs to be brought back in to a safe environment and the range of provision on offer should also include how to support these individuals.

Paul Angeli explained that there was a multi systemic therapy project in place which included parenting work delivered by the Youth Offending Team. Some higher intensity support is required for certain individuals and this is considered on a case by case basis. The department are looking at options for commissioning these services, including some out of hour's services that are required.

Councillor Iain Dysart asked what comparable data was available in relation to other boroughs and the percentage of LAC in higher education and why some children had refused an intervention for substance misuse.

Paul Angeli stated that he could make this data available after the meeting and that there was a range of reasons why young people refuse support and that

there is a belief they hold that they don't have a problem. The children's social care team do not take first refusal only and maintain trying to provide support.

Councillor Peter Walker asked what work was being undertaken in Merton to address mental health issues and well being thinking about the impact on substance misuse. Paul Angeli explained that the potential health problems result from cannabis misuse and further potential misuse. Mental health needs of LAC are monitored and data is submitted to the DfE in line with comparators. There are also psychology services within the LAC service, mental health screening and therapeutic support and CAMHS provide a range of support services.

Councillor Debbie Shears commented that corporate parenting training should be part of the induction process for new and existing councillors.

Councillor Maxi Martin agreed and committed to this provision.

Councillor Agatha Akyigyina asked what the trend had been over the last 4 years with regards to rates of teenage pregnancy and how we were doing in comparison to the rest of the country, furthermore with reference to LAC.

Paul Ballatt explained that the baseline figure was set by the previous government and that the data provided is based on that initial figure. Merton is one of the best authorities in London for reducing teenage pregnancies. Paul Ballatt advised that the data would be circulated after the meeting but that it may not be possible to segment this data according to LAC and other groups.

RESOLVED: Panel noted the report and expressed thanks.

8 EARLY INTERVENTION AND PREVENTION - UPDATE (Agenda Item 7)

Paul Ballatt explained that the last report received by the Panel on early intervention in April 2013 outlined that a review of the early intervention and prevention strategy had taken place and that the changes made were noted on page 44 of the report. This report reflects the position now and the services commissioned to support early intervention and prevention, as outlined at Appendix 1.

The Local authority is required to review the decisions taken and the changes in place over the next few months and the review will determine if the measures are fit for purpose and if the correct services have been commissioned.

Councillor Maxi Martin added that early intervention was critical.

Councillor Oonagh Moulton enquired about how performance of the commissioned services was being monitored. Paul Ballatt added that a model was in place for this purpose. Data returns are received and discussed quarterly at meetings with all of the organisations. The council is keen to drive up standards and is undertaking capacity building with the organisations commissioned to deliver services.

Councillor Linda Taylor asked what was being done to prevent FGM (female genital mutilation). Paul Ballatt explained that there had been only one case that was suspected of FGM in Merton which turned out not to be the case. The importance of raising local awareness is key.

Janet Martin explained that a programme was also in place to raise awareness and train teachers and that this was discussed regularly at meetings with representatives that have expertise in this area to ensure schools can identify and report concerns.

Councillor Agatha Akyigyina confirmed that this was being discussed at the school where she was a governor and that third sector groups were working very hard to deliver services in this area, including the work of volunteers. Paul Ballatt confirmed that training for partners was also delivered through the London Safeguarding Council Board and confirmed that a number of services were delivered, in part, by volunteers. The importance of up skilling volunteers and building community resistance was therefore key.

Councillor Jeff Hanna proposed that this be discussed further when the Panel consider the school standards item in February 2014.

The Panel asked that action taken to prevent FGM be included next year's early intervention and prevention strategy business plan. Furthermore they wished to add that they welcomed the voluntary work being undertaken in this area.

RESOLVED: Panel noted the report and expressed thanks.

9 CSF UPDATE REPORT (Agenda Item 9)

Councillor James Holmes asked about Raynes Park Secondary School and the improvement in this school. Jan Martin confirmed that the school had an excellent head teacher and that this was reflected in their Ofsted report. The school had been rated as satisfactory under the old regime and that she was confident that the school was improving. Councillor Jeff Hanna noted that the

'satisfactory' rating previously received should have been included in the report.

Councillor Peter Walker asked if the report on Lonesome and Raynes Park would be going to school standards meeting soon. Jan Martin confirmed that this would be the case.

RESOLVED: Panel noted the report and the outcomes of Sherwood, Wimbledon College and Brightwell Schools with pleasure.

10 CSF PERFORMANCE REPORT (Agenda Item 10)

Councillor Agatha Akyigyina expressed her dissatisfaction against targets that had not been met and were currently classified as red or amber, particularly in relation to Line 2 of the performance information provided in relation to single assessments completed within 45 days.

Councillor Jeff Hanna asked for clarification on how the review of the timeliness of the completion of single assessments was progressing.

Paul Angeli explained that the performance regime on management of single assessments has changed since September 2013. There was a rise in the number of assessments earlier in the year and changes have taken place and the backlog has been addressed. None of the assessments have gone over the 45 day target and managers are currently looking at how to have a more robust approach across the system. Paul Angeli explained that there needed to be some caution in how performance against this target was read as a number of children are currently not residing in Merton and therefore visits can be attempted but not completed. This then impacts on performance.

Councillor Jeff Hanna asked what proportion of missed visits could be attributed to performance issues in relation to social workers. Paul Angeli confirmed that this was 25% of the 20% of visits missed.

Councillor James Holmes commented on the best way of measuring performance and asked for a discussion on alternative, more robust and appropriate measures.

RESOLVED: Panel noted the report.

11 PLANNING THE PANELS WORK PROGRAMME 2013/14 (Agenda Item 11)

Councillor Jeff Hanna proposed to the Panel that they consider an item on children's health services at the Panels January 2014 meeting. This was agreed.

Councillor James Holmes informed the Panel that he had held discussions with Paul Ballatt, Councillor Jeff Hanna and Rebecca Redman in relation to making scrutiny more effective and the Panel being able to add value. He proposed that the Panel and officers take the following forward to ensure that the Panel could undertake more effective scrutiny:

- Executive summaries – strategic objectives, intended outcomes, what the Panel are being asked to do should be more detailed and clearer;
- Training – as part of induction for new and existing councillors on how to question and interrogate/understand reports following the elections in 2014;
- Benchmarking – to be included as standard in all reports to provide information about how we are performing against comparator authorities;
- Expert advisors/witnesses – to attend Panel meetings to advise Members;
- Lines of enquiry – drawn up by the Scrutiny Officer further to undertaking research in this area to enable a fuller discussion

Paul Ballatt agreed that this could be actioned but asked Panel to note that these actions would need to be considered on an item by item basis and where they are appropriate. The Panel doesn't receive many pre-decision items which also impacts on what the Panel are being asked to do with the items they consider. Paul Ballatt added that he would welcome further training for Members in the work of the CSF department.

RESOLVED: Panel agreed to include an item on health services for children and young people on the work programme for the January 2014 meeting; to request officers to use executive summaries and bench-marking as far as possible in reports for the current work programme, and to leave other suggestions for further consideration for the coming year.

Committee: Sustainable Communities Overview and Scrutiny Panel

9th January 2014

Children and Young People Overview and Scrutiny Panel

14th January 2014

Healthier Communities & Older People Overview and Scrutiny Panel

15th January 2014

Overview and Scrutiny Commission

30th January 2014

Agenda item:

Wards:

Subject: Business Plan Update 2014-2018

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 2014/15, including draft revenue savings proposals, draft service plans, draft equalities assessments and latest amendments to the capital programme.
2. That the Overview and Scrutiny Commission considers the comments of the Panels and provides a response on the issues raised to Cabinet when it meets on the 17 February 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 2014/15, including draft revenue savings, draft service plans, draft equalities assessments and latest amendments to the capital programme and feedback comments to the Overview and Scrutiny Commission.
- 1.2 The Overview and Scrutiny Commission will consider the comments of the Panels and provide a response on the draft proposals to Cabinet when it meets on the 17 February 2014.

2. Details - Revenue

- 2.1 The Cabinet of 9 December 2013 received a report on the business plan for 2014-18. This included details of draft savings proposals, latest amendments to the draft Capital Programme 2014-18 and agreed the council tax base for 2014/15.
- 2.2 At the meeting, in response to the Chair of the Overview and Scrutiny Commission, the Director of Corporate services indicated that draft service plans would be available to the scrutiny panels in January and final service plans would be presented to the commission in April 2014.

Cabinet resolved:

1. That Cabinet agrees the amendment to savings and alternative proposals put forward as set out in Appendix 2 of the report.
 2. That Cabinet reviews the savings proposals put forward by officers, refers them to the Overview and Scrutiny panels and Commission for consideration in January 2014 (Appendix 3) and requests officers to produce equalities impact assessments for each proposal.
 3. That Cabinet agrees the latest amendments to the draft Capital Programme 2014-2018 which was considered by Cabinet on 21 October 2013 and scrutiny in November 2013.
 4. That Cabinet NOTES the feedback from the Scrutiny Panels and Overview and Scrutiny Commission on the previous information referred to them by Cabinet in October 2013, particularly the draft Capital Programme 2014-2018.
 5. That Cabinet notes the latest draft Medium Term Financial Strategy (MTFS) for 2014-18 (Appendix 6).
 6. That Cabinet agrees the Council Tax Base for 2014/15 set out in paragraph 2.7 and Appendix 10.
- 2.3 Since the Cabinet meeting on 9 December 2013, draft service plans 2014-18 (Appendix 3) and draft equalities assessments for each of the new savings proposals (Appendix 4) have been prepared for the panels and commission to scrutinise.
- 2.4 Additional Information
- Since Cabinet on 9 December 2013 some additional information was requested and is presented on the following issues:-
- Funding for Free Schools (Appendix 5 refers)
 - Housing Benefit Expenditure (Appendix 6 refers)

3. Alternative Options

3.1 It is a requirement that the Council sets a balanced budget. The Cabinet report on 9 December 2013 sets out the progress made towards setting a balanced budget. This identified the current budget position that needs to be addressed between now and the next report to Cabinet on 20 January 2014, with a further report to Cabinet on 17 February 2014, prior to Council on 5 March 2014, agreeing the Budget and Council Tax for 2014/15 and the Business Plan 2014-18, including the MTFs and Capital Programme 2014-18.

3.2 Demographic data

Demographic information is provided as a context to the business plan report and sets out analysis of key demographic trends and their likely impact on service delivery (Appendices 2a and 2b).

4. Capital Programme 2014-18

4.1 Details of the draft Capital Programme 2014-18 were agreed by Cabinet on 21 October 2013 and subject to scrutiny in November 2013. The latest amendments were included in the report to Cabinet on 9 December 2013 which is attached as Appendix 1.

4.2 However, additional information and further work has been undertaken on the draft programme and details are attached as Appendix 7.

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 1 of the 9 December 2013 Cabinet report.(Appendix 1)

7. Financial, resource and property implications

7.1 These are set out in the Cabinet report for 9 December 2013.

8. Legal and statutory implications

8.1 All relevant implications have been addressed in the Cabinet reports. Further work will be carried out as the budget and planning proceeds and will be included in the Business Plan update reports to Cabinet.

8.2 Detailed legal advice will be provided throughout the budget setting process further to any proposals identified and prior to any final decisions.

9. Human Rights, Equalities and Community Cohesion Implications

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

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 9 December 2013: Business Plan Update 2014-18
- Appendix 2a: Merton 2017 Report “An analysis of key democratic trends and their likely impact on service delivery” – Overview and Scrutiny Commission requested that this document is provided to scrutiny panels as context for their scrutiny discussions.
- Appendix 2b: Merton 2017 Presentational Slides
- Appendix 3: Draft service plans 2014-18
- Appendix 4: Draft Equalities Assessments
- Appendix 5: Funding for Free Schools
- Appendix 6: Housing Benefit Expenditure
- Appendix 7: Draft Capital Programme Update

BACKGROUND PAPERS

Budget files held in the Corporate Services department.

Cabinet

9 December 2013

Agenda item:

Business Plan Update 2014-2018

Lead officer: Caroline Holland

Lead member: Councillor Mark Allison

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

Contact officer: Paul Dale

Urgent report:

Reason for urgency: The chairman has approved the submission of this report as a matter of urgency as it provides the latest available information on the Business Plan and Budget 2014/15 and requires consideration of issues relating to the Budget process and Medium Term Financial Strategy 2014-2018. It is important that this consideration is not delayed in order that the Council can work towards a balanced budget at its meeting on 5 March 2014 and set a Council Tax as appropriate for 2014/15.

Recommendations:

1. That Cabinet agrees the amendment to savings and alternative proposals put forward as set out in Appendix 2 of the report.
 2. That Cabinet reviews the savings proposals put forward by officers, refers them to the Overview and Scrutiny panels and Commission for consideration in January 2014 (Appendix 3) and requests officers to produce equalities impact assessments for each proposal.
 3. That Cabinet agrees the latest amendments to the draft Capital Programme 2014-2018 which was considered by Cabinet on 21 October 2013 and scrutiny in November 2013.
 4. That Cabinet considers the feedback from the Scrutiny Panels and Overview and Scrutiny Commission on the previous information referred to them by Cabinet in October 2013, particularly the draft Capital Programme 2014-2018, and comments as appropriate.
 5. That Cabinet notes the latest draft Medium Term Financial Strategy (MTFS) for 2014-18 and comments as appropriate (Appendix 6).
 6. That Cabinet agrees the Council Tax Base for 2014/15 set out in paragraph 2.7 and Appendix 10.
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1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report provides an update to Cabinet on the Business Planning process for 2014-18 and in particular on the progress made so far towards setting a balanced revenue budget for 2014/15 and over the MTFS period as a whole.

- 1.2 Specifically, the report provides details of revenue savings proposals put forward by officers in order to meet the savings targets agreed by Cabinet in September 2013.
- 1.3 The report also sets out the latest proposals for producing an achievable and affordable capital programme for 2014-18 and minimising the implications for the MTFs.
- 1.4 The report provides a general update on all the latest information relating to the Business Planning process for 2014-18 including the provisional Local Government Finance Settlement, a proposed Council Tax Base for 2014/15 and an assessment of the implications for the Medium Term Financial Strategy 2014-2018.
- 1.5 This report is one of the budget updates through the financial year and will go onto the Overview and Scrutiny Panels and Commission in January 2014.

2. DETAILS

Introduction

- 2.1 A review of assumptions in the MTFs was undertaken and reported to Cabinet on 21 October 2013. There was also a report to Cabinet on 11 November 2013 which provided an update on progress made towards achieving savings previously agreed and proposed some amendments to these.
- 2.2 Taking into account the information contained in both the October and November Cabinet reports, the overall position of the MTFs is summarised as follows:-

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000
Budget Gap reported to Cabinet 21/10/13	167	7,282	11,741	18,088
Use of Reserves	(167)	(5,585)	0	0
Budget Gap reported to Cabinet 21/10/13	0	1,697	11,741	18,088
Effect of Revisions to Previously Agreed Savings by Cabinet 11/11/13	651	53	(63)	(63)
Sub-total	651	1,750	11,678	18,025
Re-phase Use of Reserves	(651)	651	0	0
Revised Gap after October & November Cabinets	0	2,401	11,678	18,025

2.3 Review of Assumptions

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

2.3.1 Pay

The latest estimates of pay inflation are:-

	2014/15	2015/16	2016/17	2017/18
Pay inflation in MTFS (%)	1%	1%	1.5%	1.5%
Estimate (cumulative £000)	807	1,614	2,825	4,035

There has been a pay freeze for the past three years. A 1% pay increase for 2013/14 has been agreed. The council has also agreed to implement the London Living wage for permanent and temporary staff. The Government had previously announced its intention that public sector pay awards in 2014/15 will average only 1% and in the recent Spending Round 2013, the government announced that public sector pay awards will also be limited to an average of up to 1 per cent in 2015-16.

Pay Claim 2014/15

The UNISON NJC Committee have agreed to consult its members on the following two alternative options for the proposed 2014/15 NJC pay claim:

Option 1

The Living Wage (LW) hourly rate to be the minimum pay rate, with an equivalent percentage increase on all other spinal column points; or

Option 2

A flat rate increase of £1 an hour on all pay points, which would achieve the current Living Wage as the bottom NJC spinal column point.

Unison's claim proposes to increase the lowest local government pay scale of £6.45 an hour to the non-London living wage level of £7.45. This represents a 15.5% increase and option 1 proposes an equivalent increase on all other spinal column points. Under Option 2, the increase for the lowest pay scale level would be applied to other pay scales as a monetary increase of £1. This would result in an average increase of about 8.2%.

2.3.2 Prices

The current assumptions regarding price inflation incorporated into the MTFS are

	2014/15	2015/16	2016/17	2017/18
Price inflation in MTFS (%)	1.5%	1.5%	1.5%	1.5%
Estimate (cumulative £000)	2,250	4,500	6,750	9,000

CPI annual inflation stands at 2.2% in October 2013, which is down from 2.7% in September 2013. The main reasons for the fall were a drop in transport costs, particularly motor fuels, and also reduced education costs (tuition fees).

CPIH, the new measure of consumer price inflation including owner occupiers' housing costs, grew by 2.0% in the year to October 2013, down from 2.5% in September. Owner occupiers' housing costs increased by 0.1% between September and October 2013.

RPI annual inflation stands at 2.6% in October 2013, down from 3.2% in September 2013.

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

2.3.3 Inflation > 1.5%:

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

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000
Inflation exceeding 1.5%	576	1,008	1,008	1,008

The cash limiting strategy is not without risks but if current levels of inflation were applied undamped across the period then the budget gap would increase by c.£5m by 2017/18.

2.3.4 Income

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

Income based on 2% p.a. increase	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000
Income	669	1,339	2,008	2,676

2.3.5 Growth

The current forecast includes a net £1m in each of 2014/15 and 2015/16 for pressures in Adult Social Care. 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.

2.3.6 Taxicards and Freedom Passes

These schemes are administered by London Councils on behalf of London boroughs. Final details of the cost allocations will be reported to London Councils' Transport and Environment Committee on 12 December 2013.

Initial information from London councils indicates that there is more than sufficient provision in the latest draft MTFs to fund the cost of these schemes in 2014/15. The latest available details are set out in the following table:-

Freedom Passes and Taxicards 2014/15	
<u>Budget 2013/14</u>	£
Freedom Passes	8,613,910
Taxicards	165,230
Total Budget 2013/14	8,779,140
Increase allowed for in MTFS in 2014/15	436,000
Total Provision 2014/15 in latest draft MTFS	9,215,140
<u>Latest Details from London Councils</u>	
Charge to Merton for Freedom Passes	(8,943,606)
Charge to Merton for Taxicards	(210,000)
Latest Estimated Cost for 2014/15	(9,153,606)
Estimated Surplus Provision in MTFS	61,534

2.3.7 Collection Fund

While there remains a single Collection Fund, local authorities will need to be able to separate the elements relating to council tax and non-domestic rates and calculate separate surpluses and deficits on each.

i) Council Tax

In preparing the budget for 2013/14 the estimated surplus on the Collection Fund as at 31st March 2013 was £3.284m and this was shared £0.739m to the GLA and £2.545m to Merton. However, the 2012/13 audited total surplus on the Collection Fund is £6.365m as at 31st March 2013. This takes into account the adjustment to the bad debt provision for council tax arising from the Audit Report for 2012/13.

In the report to Cabinet in September, 2013 the latest forecast surplus was updated and it was noted that this assumed an increase in the Council Tax Base of 0.5% and an increase in collection rate from 96.5% to 97%. The report indicated that the estimated surplus at 31/03/14 was £4.044m to be shared £3.154m to Merton and £0.890m to the GLA.

	2013/14 £000	2014/15 £000
Balance b/f	(6,365)	(4,044)
Estimated Additional Yield	(963)	0
<u>Share of (Surplus)/Deficit</u>		
GLA (22%)	739	890
Merton (78%)	2,545	3,154
Balance c/f	(4,044)	0

Estimates of the bad debt provision, and collection rate will continue to be reviewed and the implications for the Collection Fund reported to future Cabinet meetings

Assuming the assumptions regarding council tax collection rate and growth in the council tax base are accurate, there should not be a surplus/deficit on the collection fund to distribute beyond 2014/15, whilst the current Council Tax Benefit Localisation scheme is in place.

ii) Business Rates - National Non-Domestic Rates (NNDR)

The Collection Fund also accounts for Business Rates but there have been significant changes to the treatment of these due to the changes to local government funding arising from business rates retention and the Local Government Finance Act 2012 (Section 3, part 2)

Under the previous methodology before 2013/14, the Council paid all of its business rates into a national pool and received a proportion of this back as part of Formula Grant. Under the old arrangements this meant that no surplus or deficit ever arose on the Collection Fund due to business rates. However, this will not be the case from 2013/14 onwards and surpluses/deficits will be possible.

It was noted in the Audit Results for 2012/13 that the Council over-provided for bad debt provisions by £2 million on non-domestic rates (NDR) and £1.2million on council tax. The Council adjusted for council tax in the revised financial statements but it was decided that no NDR adjustment should be made until 2013/14 when the position on collection rates and bad debts will become clearer. Merton's share of this £2m adjustment will be £0.6m (30%) and will be taken into account in calculating the 2014/15 surplus/deficit on the Collection Fund due to business rates.

Under the new arrangements, authorities are required to provide a mid-year estimate of business rates collection, losses, appeals etc compared to the estimates provided when the budget 2013/14 was formulated in March 2013. This indicates that collectable rates in 2013/14 are estimated at £79.862m compared to an estimate of £81.575m provided on the NNDR 1 form in January 2013 which was used in the budget for 2013/14. This implies that there will be a deficit of approximately £1.7m on the Collection Fund at year end due to Business Rates.

Some further analysis of business rates is currently being undertaken and the position will continue to be monitored with updates provided in future reports on the Business Plan 2014-18.

This analysis will form the basis of the information included in the NNDR1 Return which has to be submitted to central Government by 31 January 2014. The Government have not yet issued this return but it will be used to calculate the estimated business rates for 2014/15 and the amounts due to Merton, Central Government and the GLA on a 30%:50%:20% basis.

2.4 Pension Fund Actuarial Review

- 2.4.1 Barnett Waddingham, the Council's actuaries, are carrying out the triennial actuarial valuation of the Pension Fund during the current financial year and this will take effect in 2014/15.
- 2.4.2 This work will be finalised over the next few months and there will be updates during the business planning period. Initial estimates of the revenue budget required to meet the estimated deficit have been included in the MTFs, using a model to frontload the contributions to generate savings over the life of the MTFs and beyond to reduce both the annual aggregate, cost to the council of dealing with the deficit and maintain the health of the pension fund as reported to Cabinet previously. This will be modelled further with the actuaries and proposals made later in the budget process. There will be further updates to Cabinet in January 2014 and February 2014.

2.5 Revenues

In recent budgets it has been recognised that some expenditure formerly included in the capital programme could no longer be justified as it did not meet the definition of expenditure for capital purposes. Nevertheless, it is important that some of this expenditure takes place and provision has been included in the latest MTFs to revenueise this expenditure. The expenditure charged to capital during the current year is being closely monitored and is being reported through the monitoring report. Further updates will be provided as the budget process develops.

2.6 Capital Financing Costs

- 2.6.1 As previously reported the Capital Programme has been reviewed and revised and a draft programme for 2013-2018 was approved by Cabinet on 21 October 2013, along with an indicative programme for 2014-18.
- 2.6.2 Section 5 of this report sets out details of progress made towards preparing the draft capital programme 2014-18.
- 2.6.3 The estimated capital financing costs based on the latest draft programme, which includes the best estimate of new schemes commencing in 2017/18, the effect of estimated government grant funding and slippage/reprofiling based on 2012/13 outturn and latest monitoring information are set out in the following table:-

Capital financing costs (net of investment income)	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000
MRP	7,423	8,392	9,135	10,325
Interest	6,692	6,692	6,692	6,698
Capital Financing Costs	14,115	15,084	15,827	17,023
Investment Income	(435)	(357)	(328)	(217)
Net	13,680	14,727	15,499	16,806

2.7 Council Tax Base

The Council Tax Base is a key factor which is required by levying bodies and the Council for setting the levies and Council Tax for 2014/15. The council tax base is the measure of the number of dwellings to which council tax is chargeable in an area or part of an area. The Council Tax base is calculated using the properties from the Valuation List together with information held within Council Tax records. The properties are adjusted to reflect the number of properties within different bands in order to produce the Council Tax Base (Band D equivalent). This will be used to set the Council Tax at Band D for 2014/15. The Council is required to determine its Council Tax Base by 31 January 2014.

In 2013/14 the Council Tax Base calculation was significantly affected by the introduction of the new local council tax support scheme and technical reforms to council tax. On 30 November 2012, new regulations set out in the Local Authorities (Calculation of council Tax Base) Regulations 2012 (SI 2012:2914) came into force. These regulations ensured that new local council tax support schemes, implemented under the Local Government Finance Act 2012, were fully reflected in the council tax base for all authorities.

For 2014/15 the Council Tax Base Return to central Government has been revised to take into account reductions in Council Tax Base due to the Council Tax Support Scheme and also reflects the latest criteria set for discounts and exemptions. The CTB Return for October 2013 is the basis for the calculation of the Council Tax Base for 2014/15.

Details of how the Council Tax Base is calculated are set out in Appendix 10. A summary of the Council Tax Bases for the Merton general area and the addition for properties within the Wimbledon and Putney Commons Conservators area for 2014/15 compared to 2013/14 is set out in the following table:-

Council Tax Base	2013/14	2014/15	Change
			%
Whole Area	66,981.2	68,087.4	1.65
Wimbledon & Putney Common Conservators	9,645.2	10,708.8	11.03

2.8 Proposed Amendments to Previously Agreed Savings

2.8.1 Cabinet on 11 November 2013 agreed some proposed amendments to savings which had been agreed in previous year's budgets and also agreed that the financial implications should be incorporated into the draft MTFs 2014-18.

2.8.2 Some additional amendments are proposed within this report

(i) Environment and Regeneration

Proposed deferral of savings and one saving replaced by an alternative saving of the same amount. There is also substitution of savings instead of inflation of income. Details of these proposed changes are set out in Appendix 2.

(ii) Corporate Services

Proposed deferral of savings. Details of these proposed changes are set out in Appendix 2.

2.8.3 Summary

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

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Total £000
Children, Schools & Families	0	0	0	0	0
Corporate Services	140	0	(140)	0	0
Community & Housing	0	0	0	0	0
Environment & Regeneration	614	(200)	(414)	0	0
Total	754	(200)	(554)	0	0
Cumulative total	754	554	0	0	

To ensure that a balanced budget is achieved in 2014/15, the overall effects of rephrasing savings between years will be adjusted using the reserve set up for closing future years budget gaps.

2.9 Provisional Local Government Finance Settlement 2014/15

2.9.1 The Chancellor of the Exchequer will announce the Autumn Statement for 2013 on 5 December 2013. The statement provides an update on the government's plans for the economy based on the latest forecasts from the Office for Budget Responsibility. These forecasts will be published alongside the Autumn Statement on 5 December.

2.9.2 The provisional Local Government Finance Settlement is usually published about two weeks later so is expected around 19 December 2013.

2.9.3 The estimates for central Government funding currently included in the draft MTFs are based on the latest information available following analysis of the Spending Review 2013 but an initial update will be provided in the Business Plan Update report to Cabinet in January 2014.

3. **FEEDBACK FROM THE OVERVIEW AND SCRUTINY PROCESS IN NOVEMBER 2013**

3.1 The information available on the Business Planning process reported to Cabinet on 21 October 2013 was subject to review by the Overview and Scrutiny Panels and Commission in November 2013.

3.2 Feedback will be provided as a separate report to Cabinet in December.

4. **SAVINGS PROPOSALS 2014-18 AND SERVICE PLANNING**

4.1 At its meeting on 16 September 2013, Cabinet agreed the following departmental savings targets, based on controllable budgets:-

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

4.2 In agreeing these targets, Cabinet noted the rolled forward MTFs and the use of reserves in order to eliminate the gap of £0.305m in 2014/15 with further use of reserves of £5.447m in 2015/16.

4.3 Given the fact that some significant information is still to be announced and the draft capital programme is subject to change (from slippage, reprofiling, new grant information etc.) it is expected that the budget gap will change in each year. However, the use of reserves will be profiled to ensure that 2014/15 will maintain a balanced budget.

4.4 Service departments have been reviewing their services in order to identify savings proposals to address the savings targets. The progress made so far is summarised in the following table:-

IDENTIFIED SAVINGS BY DEPARTMENT	2015/16 £000	2016/17 £000	2017/18 £000	Total £000s
Community and Housing	321	814	484	1,619
Children, Schools and Families	150	7	564	721
Environment and Regeneration	935	225	125	1,285
Corporate Services	291	417	493	1,201
Total Savings	1,697	1,463	1,666	4,826
Total Cumulative Savings	1,697	3,160	4,826	

4.5 Based on the savings identified, there is the following (shortfall)/surplus against the targets:

(SHORTFALL)/SURPLUS	2015/16 £000	2016/17 £000	2017/18 £000	Total £000s
Community and Housing	(170)	(1,678)	(1,609)	(3,457)
Children, Schools and Families	(115)	(1,337)	(565)	(2,017)
Environment and Regeneration	290	(3,051)	(2,627)	(5,388)
Corporate Services	(5)	(1,090)	(772)	(1,867)
Total Savings	0	(7,156)	(5,573)	(12,729)
Total Cumulative Savings	0	(7,156)	(12,729)	

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

4.7 Service Plans

4.7.1 As previously reported to Cabinet in October, the timetable for service planning is different this year and Service plans will be presented in the new year.

4.8 Summary

4.8.1 The draft MTFs 2014-18 has been updated based on the latest information discussed in this report and is set out in Appendix 6. It does not include any of the proposed draft savings summarised in paragraph 4.4 and detailed in Appendix 3.

4.8.2 Service department budget summaries are included in Appendix 8. These do not include any of the proposed draft savings summarised in paragraph 4.4 and detailed in Appendix 3.

5. **CAPITAL PROGRAMME 2014-18: UPDATE**

5.1 The proposed draft Capital Programme 2014-18 and an Indicative Capital Programme 2018-23 were presented to Cabinet on 21 October 2013. These have now been incorporated into a draft Capital Strategy 2014-18.

5.2 The programme has been reviewed by scrutiny panels.

The programme has been amended since October and detail of changes are reported in the Financial Monitoring Report at this meeting.

Children, Schools and Families are also reviewing new scheme costs in light of latest tendering reported elsewhere to Cabinet

- 5.3 Monthly monitoring of the approved programme for 2013/14 has been ongoing and there will inevitably be further changes arising from slippage, and reprofiling which will be presented to Cabinet next month and the announcement of capital grants as part of the local government finance settlement which has yet to be announced.
- 5.4 The latest draft programme is attached as Appendix 4 for the second round of scrutiny. A summary of the latest estimated expenditure and funding is set out in the following table:-

	2014/15 Budget £000	2015/16 Budget £000	2016/17 Budget £000	2017/18 Budget £000
Capital Expenditure	42,365	37,186	36,463	31,213
<u>Funded by:</u>				
Grants and contributions	24,787	12,441	9,057	8,562
Internally funded	17,578	24,745	27,406	22,651
Total Funding	42,365	37,186	36,463	31,213

- 5.5 The estimated revenue implications of funding the draft capital programme are summarised in paragraph 2.6.3 and these have been incorporated into the latest draft MTFS 2014-18. (See Appendix 6)

5.6 Treasury Management Strategy

The draft Treasury Management Strategy will be incorporated into the January 2014 report to Cabinet as some key grant information is currently awaited.

6. **CONSULTATION UNDERTAKEN OR PROPOSED**

- 6.1 There will be extensive consultation as the business plan process develops. This will include the Overview and Scrutiny panels and Commission, business ratepayers and all other relevant parties.
- 6.2 In accordance with statute, consultation is taking place with business ratepayers and a meeting will be arranged for early in 2014.

8. **TIMETABLE**

- 8.1 A chart of the agreed timetable is attached at Appendix 1.

9. **FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS**

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

10. **LEGAL AND STATUTORY IMPLICATIONS**

10.1 All relevant implications have been addressed in the report.

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

11.1 Equalities Impact Assessments will be produced for each savings proposal.

12. **CRIME AND DISORDER IMPLICATIONS**

12.1 Not applicable

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

13.1 Not applicable

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

- Appendix 1: Budget Timetable (Revenue)**
- Appendix 2: Revision to departmental savings previously approved**
- Appendix 3: Draft Savings proposals 2014-18**
- Appendix 4: Draft Capital Strategy 2014-18 including draft Capital Programme 2014-18 and Indicative Capital Programme 2018-23**
- Appendix 5: Draft Risk Management Strategy**
- Appendix 6: Update of MTFS 2014-18**
- Appendix 7: Standard Subjective Analysis**
- Appendix 8: Draft Departmental Budget Summaries 2014/15**
- Appendix 9: Glossary and Acronyms**
- Appendix 10: Council Tax Base 2014/15**

BACKGROUND PAPERS

Budget files held in the Corporate Services department.

REPORT AUTHOR

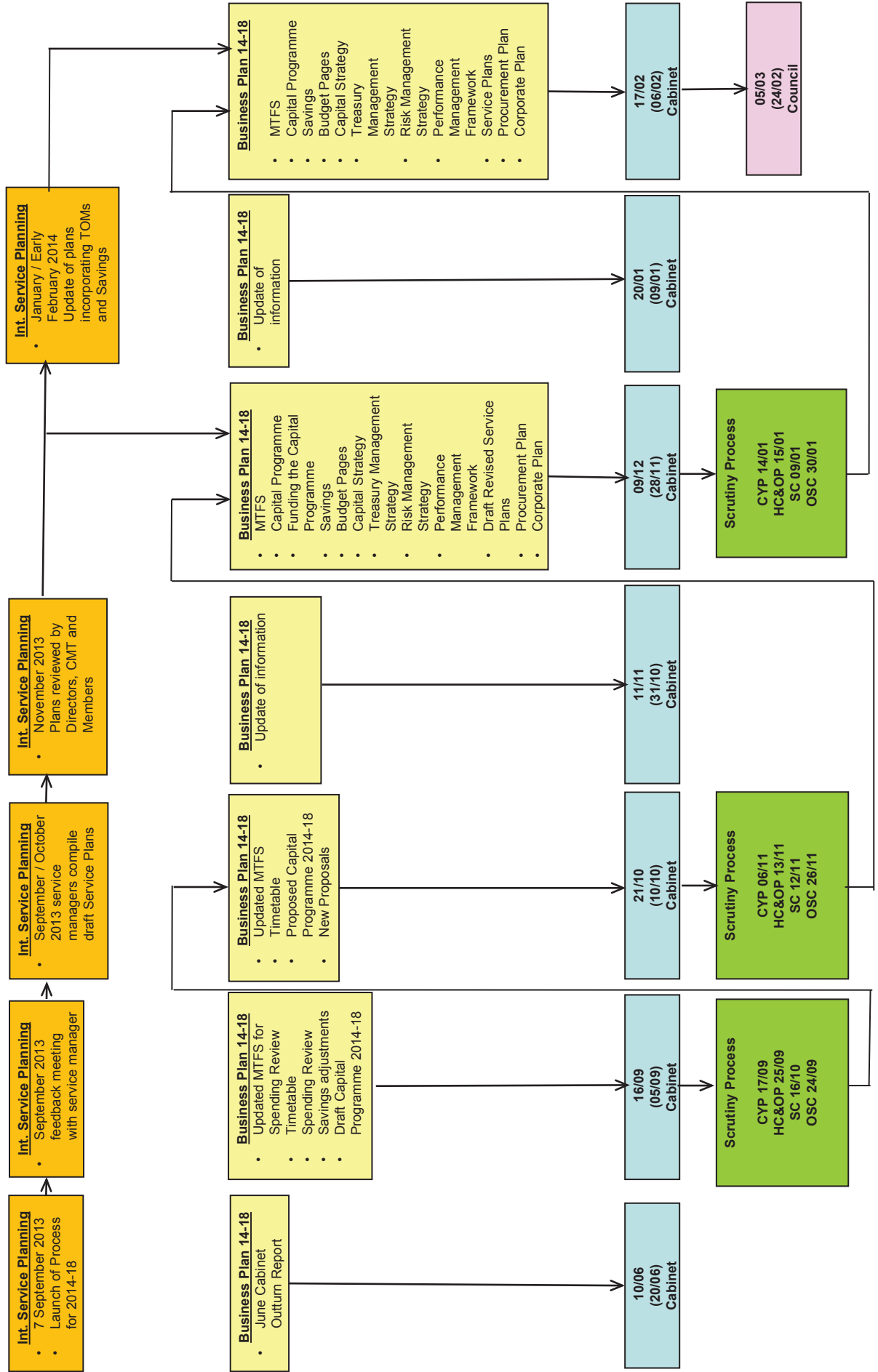
– *Name: Paul Dale*

Tel: 020 8545 3458

email: paul.dale@merton.gov.uk

Business Planning Timetable - Business Plan 2014-18

Appendix 1



**ENVIRONMENT AND REGENERATION DEPARTMENT
AMENDMENT TO PREVIOUSLY AGREED SAVINGS**

		Original Savings	Revised Savings				
Original Ref	Description of Saving	2014/15 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Description of Saving
ER07	Development & Building Control	200	(200)	200	0	0	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. DCLG have recently proposed a one-off adjustment to increase planning application fees in line with inflation amounting to around 15%, as the Government, who set the fee, have not increased it since 2008.
ER23	Future Merton	414	(414)	0	414	0	To be determined through TOM - greater emphasis on income generation through targeted regeneration delivery.
Total Environment and Regeneration Savings		614	(614)	200	414	0	

APPENDIX 2

DEPARTMENT: ENVIRONMENT AND REGENERATION - REPLACEMENT OF PREVIOUSLY AGREED SAVING

Previously Agreed Savings

Ref	Description of Saving		2014/15 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
EN12	Service/Section	Parking Services	48	Low	Medium	SS2
	Description	Deletion of back office manager post				
	Service Implication	The development of the TOM, particularly relating to processes, will ensure effective management of the impact of this proposal.				
	Staffing Implications	Reduction of 1 FTE				
	Business Plan implications	Managing of service enquiries during the initial transition period will need careful management				
	Impact on other Equalities Implications	None				

Replacement Savings proposal

Ref	Description of Saving		2014/15 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
EN12	Service/Section	Parking Services	48	Low	Low	SI2
	Description	The original saving proposal EN12 was put forward and subsequently agreed based on the work programme of the Parking Services team at that time. Based on that programme it was felt that the service could absorb the staff reduction. However, since that time, a number of new projects and work programmes are being developed which would greatly benefit from the skill and knowledge of the existing post holder. By means of an alternative, the £48k saving can be achieved through refocusing resources on areas of non compliance in order to tackle traffic congestion hotspots and increase efficiency of the service.				
	Service Staffing Implications	Will save the Council redundancy payments This will result in the retention of 1 FTE				
	Business Plan implications	The retention of this post will enable business plan proposals to benefit from the skills and knowledge of the postholder and give greater certainty in realising business plan targets.				
	Impact on other Equalities Implications	The retention of skills will reduce dependency on other service areas such as Traffic & Highways.				
		None				

REPLACEMENT OF INCOME INFLATION FOR 2014/15

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

Panel	Ref	Description of Saving		Baseline Budget 13/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving
SC	ENV1	Service/Section Description	Various In order to meet the division's inflation on income target, savings on associated expenditure budgets will be implemented i.e. the senior management budget and across the department.		334			Low	Low	SI2/SNS1
		Service Implication	None							
		Staffing Implications	None							
		Business Plan implications	None							
		Impact on other departments	None							
		Equalities Implications	None							
Total Environment and Regeneration Savings					334	0	0			

There is no overall financial implication arising from this proposal.

CORPORATE SERVICES DEPARTMENT

AMENDMENT TO PREVIOUSLY AGREED SAVINGS

		Original Savings	Revised Savings				
Original Ref	Description of Saving	2014/15 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Description of Saving
	Business Partners	140	(140)	0	140	0	Deferral of saving to be able to assist organisation with necessary transformation in the short term.

SUMMARY OF DRAFT SAVINGS PROPOSALS COMPARED WITH TARGETS

Department	Full Targets			Draft Savings Proposals			Variance			Proportion of Savings Target Accepted			
	2015/16 £'000	2016/17 £'000	2017/18 £'000	Total £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	Total £'000	2015/16 £'000		2016/17 £'000	2017/18 £'000	
Community and Housing	491	2,492	2,093	5,076	321	814	484	1,619	170	1,678	1,609	3,457	32%
Children, Schools and Families	265	1,344	1,129	2,738	150	7	564	721	115	1,337	565	2,017	26%
Environment and Regeneration	645	3,276	2,752	6,673	935	225	125	1,285	-290	3,051	2,627	5,388	19%
Corporate Services	296	1,507	1,265	3,068	291	417	493	1,201	5	1,090	772	1,867	39%
Total	1,697	8,619	7,239	17,555	1,697	1,463	1,666	4,826	0	7,156	5,573	12,729	27%
<i>Cumulative</i>	<i>1,697</i>	<i>10,316</i>	<i>17,555</i>		<i>1,697</i>	<i>3,160</i>	<i>4,826</i>		<i>0</i>	<i>7,156</i>	<i>12,729</i>		

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2014/15

P a n e l	Ref	Description of Saving	Baseline Budget 13/14 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
O&S	CS60	<u>Corporate services</u>	109			109	Low	Low	SS2
		Description							
		Service Implication							
		Staffing Implications							
		Business Plan implications							
		Impact on other departments							
		Equalities Implications							
O&S	CS61	<u>Corporate services</u>		174	58		Low	Low	SI2
		Description							
		Service Implication							
		Staffing Implications							
		Business Plan implications							
		Impact on other departments							
		Equalities Implications							

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2014/15

P a n e l	Ref	Description of Saving	Baseline Budget 13/14 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
O&S	CS62	<p><u>Corporate services</u></p> <p>Description Recharges to Public Health</p> <p>Service Implication Public Health function transferred to the local authority and is supported by numerous in house services. The recharge will reflect total cost of service</p> <p>Staffing Implications None</p> <p>Business Plan implications None.</p> <p>Impact on other departments None.</p> <p>Equalities Implications None</p>			70		Low	Low	SI1

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2014/15

P a n e l	Ref	Description of Saving	Baseline Budget 13/14 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CS63	<p>Service Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	1122		88	74	High	Low	SS2
		<p>Business Improvement</p> <p>Reorganisation of systems development and support arrangements.</p> <p>The anticipated streamlining of systems and support arrangements is expected to increase efficiency and reduce overheads without impacting negatively on the quality of services.</p> <p>Reduction in posts anticipated.</p> <p>None - proposal is in line with intended streamlining and rationalisation of systems and support arrangements.</p> <p>None - proposal is supported by transformational work planned to streamline systems and reduce support demand.</p> <p>None</p>							

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2014/15

P a n e l	Ref	Description of Saving	Baseline Budget 13/14 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
O&S	CS64	<p>Resources Description Reduction of treasury running costs through review, improvement and efficiency None as savings will be derived from efficiency</p> <p>Service Implication None</p> <p>Staffing Implications None</p> <p>Business Plan implications None</p> <p>Impact on other departments None</p> <p>Equalities Implications None</p>	34		20		Low	Low	SNS1
O&S	CS65	<p>Resources Description Consolidation of various budgets within Resources division None as savings will be derived from efficiency</p> <p>Service Implication None</p> <p>Staffing Implications None</p> <p>Business Plan implications None</p> <p>Impact on other departments None</p> <p>Equalities Implications None</p>	95		35	31	Low	Low	SNS1

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2014/15

P a n e l	Ref	Description of Saving	Baseline Budget 13/14 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
O&S	CS66	<u>Resources Description</u> Review recharges of Resources support function to pension fund None None None None None None	47			47	Low	Low	SNS1
		<u>Resources Description</u> Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications							
O&S	CS67	Reduction in bank and giro charges None None None None None	237		12		Low	Low	SP1
		<u>Resources Description</u> Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications							

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2014/15

P a n e l	Ref	Description of Saving	Baseline Budget 13/14 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
O&S	CS68	Resources Description		117			Low	Low	SP1	
		Reduction in interest charges through cash management.								
		Service Implication								None
		Staffing Implications								None
		Business Plan implications								None
		Impact on other departments								None
		Equalities Implications								None
O&S	CS69	Infrastructure & Transactions Description			5		Low	Low	SNS2	
		Cease Councillors courier service and send items electronically or via the standard postal system.								
		Service Implication								None
		Staffing Implications								None
		Business Plan implications								None
		Impact on other departments								None
		Equalities Implications								None

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2014/15

P a n e l	Ref	Description of Saving	Baseline Budget 13/14 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
O&S	CS70	Infrastructure & Transactions				35	Low	High	SI2	
		Description								Apply a £3 administrative charge to customers requesting a hard copy paper invoice for services administered by Transactional Services team.
		Service Implication								None
		Staffing Implications								None
		Business Plan implications								None
		Impact on other departments								None
		Equalities Implications								None
O&S	CS71	Infrastructure & Transactions				85	Low	Low	SS2	
		Description								Delete two in house trainers posts
		Service Implication								None
		Staffing Implications								2 posts
		Business Plan implications								None
		Impact on other departments								None
		Equalities Implications								None

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2014/15

P a n e l	Ref	Description of Saving	Baseline Budget 13/14 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
O&S	CS72	Infrastructure & Transactions Description Consolidation of Infrastructure & Transactions revenue budgets Service None Implication None Staffing None Implications None Business Plan None implications None Impact on other departments None Equalities None Implications None				34	Low	Medium	SNS1
O&S	CS73	Corporate Governance Description Saving from 4 borough shared legal service Service None Implication Likely to be 2 FTE reduction Staffing None Implications None Business Plan None implications Need to ensure level of service received by Impact on other departments departments is maintained Equalities None Implications None	1032		60	20	Medium	Medium	SS1

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2014/15

P a n e l	Ref	Description of Saving	Baseline Budget 13/14 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CS74	<p>Human Resources</p> <p>Description</p> <p>Review of L&D spend</p> <p>Service Implication</p> <p>Learning and development spend to be reduced in light of experience from consolidation of budgets, improved strategic alignment of L&D activity, 4-borough opportunities.</p> <p>Staffing Implications</p> <p>Likely to be x1 FTE reduction arising from staffing review</p> <p>Business Plan implications</p> <p>Need to ensure budgets and spend are correctly aligned to the Workforce strategy aims and support the Council's business plans</p> <p>Impact on other departments</p> <p>Need to ensure that L&D needs can be appropriately met - training needs analysis and business impact assessment will be key to delivery</p> <p>Equalities Implications</p> <p>Need to ensure equal access to learning and development opportunities across the Council</p>	622		69		M	M	SNS1

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2014/15

P a n e l	Ref	Description of Saving	Baseline Budget 13/14 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CS75	<p>Service Description Review of COT team staffing in light of potential for 4-borough shared service opportunities</p> <p>Service Implication Aims to improve efficiencies and economies of scale through a wider partnership approach</p> <p>Staffing Implications Likely to be x1 FTE reduction arising from staffing review</p> <p>Business Plan implications Need to ensure service standards are maintained</p> <p>Impact on other departments Equalities Implications Need to ensure that service standards are maintained in light of staffing reductions Given the profile of the workforce is mainly female this will have an equality impact</p>	506			58	M	M	SS1
Total Corporate Services Savings				291	417	493			
Total Corporate Services Target Savings									
(Shortfall)/Surplus				291	417	493			

Panel

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

Savings Type

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

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

Panel	Ref	Description of Saving	Baseline Budget 13/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF01	<p>Service Description</p> <p>Early Years Substantial reduction in EY budgets whilst retaining existing Children's Centres targeted work in areas of higher deprivation (up to 10% reduction overall to Children's Centre services). Reduction in funding and in kind contributions to voluntary sector organisations</p> <p>Service Implication Substantial reduction in services to support Children's Centres and early years day care providers , virtually no quality assurance capability to support early years provision, will cover safeguarding issues only; no training programme. Only limited cover of statutory requirements. Reduction in standards of early years provision and reduction in integrated service delivery</p> <p>Staffing Implications Approximately 10 FTE staff redundancies.</p> <p>Business Plan implications Reduced service offering. Potential adverse impact on educational standards for older children and increased pressure on children's social care. Dependent on government changes to DSG which may impact negatively on the overall funding of the early years service; such changes are uncertain and will not impact before 2015/16.</p> <p>Impact on other departments None.</p> <p>Equalities Implications Will lead to a reduction in service to disadvantaged and vulnerable groups within the community, particularly very young children and their families.</p>	1,204		150	7	250	Medium	High	SS2

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

Panel	Ref	Description of Saving	Baseline Budget 13/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF02	<p>Service Description School Improvement Reduced service offer</p> <p>Service Implication Support for schools requiring improvement would remain and high level monitoring of good or better schools. Reduced commissioning of schools to secure advanced skills teachers, expert teachers, sharing of best practice and school to school support. Training programme moves towards self funding.</p> <p>Staffing Implications Limited - given time frame hope to secure through natural turnover</p> <p>Business Plan implications Reduced service offering, Increased dependency on DSG and school funding for LA core functions. Changes to the DSG may impact on this through the national education funding review. Such changes are uncertain and will not impact before 2015/16</p> <p>Impact on other departments None.</p> <p>Equalities Implications Reduction to service will impact on LA work to narrow the gap in education achievement for disadvantaged groups unless the schools' increase their funding of this work.</p>	448				75	Low	High	SS2 & SP2

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

Panel	Ref	Description of Saving	Baseline Budget 13/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF03	<p>Service Description Service Implication</p> <p>All Divisions Further reductions in staffing across CSF. Detailed proposals will need to be determined nearer the time in the context of statutory requirements and regulatory arrangements, demographic changes in overall numbers and the profile of the population. Will involve reduced thresholds and management of increased risks in relation to safeguarding. May require us to challenge regulatory staffing ratios.</p> <p>Staffing Implications Approximately 8 staff FTE redundant.</p> <p>Business Plan implications Reduced service offering. Significantly increased risk.</p> <p>Impact on other departments Unlikely to be significant but will need to be assessed in light of detailed proposals at the time.</p> <p>Equalities Implications Will lead to a reduction in service to disadvantaged groups within the community.</p>	22,661				239	High	High	SS2
Total Children, Schools and Families Savings				0	150	7	564			

Shortfall

Savings Type

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

Panel

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

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

Panel	Ref	Description of Saving		Baseline Budget 13/14 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
O&S	EV01	Service/Section Description	Safer Merton Reprocurement of CCTV maintenance contract leading to efficiency savings.	151	36			Medium	Low	SP1
		Service Implication	None							
		Staffing Implications	None							
		Business Plan implications	None							
		Impact on other departments	None							
Equalities Implications	None									
SC	EV02	Service/Section Description	Parking Services Increase charges for the following types of parking permits:- Business £5, Trade £5, Teachers £5. Please note no allowance has been made for elasticity of demand this figure could reduce by 10%. Need to ensure that any increase in permit charges is legally compliant with DFT guidance regarding the rationale for increasing permit charges.	(340)	4			Low	High	S11
		Service Implication	None							
		Staffing Implications	This revenue increase is over and above estimates already given.							
		Business Plan implications	None							
		Impact on other departments	None							
Equalities Implications	None									

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

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

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

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

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

Panel	Ref	Description of Saving	Baseline Budget 13/14 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	EV07	Building & Development Control	126	50			Low	High	SS2
		Service/Section Description Deletion of one planning area team leader post							
		Service Implication This will lead to a sharp decrease in the sections ability to respond to and provide an acceptable level of service.							
		Staffing Implications Loss of one professionally qualified team leader.							
		Business Plan implications Significantly reduced ability to progress planning applications on time, with resulting complaints and restriction on economic development in the borough. Potential service performance failure with resulting Gov't intervention							
SC	EV08	Impact on other departments	4,526	250			Medium	Medium	SNS1
		Equalities Implications None							
		Service/Section Description Increased recycling rate by 3% following education and communications activity funded by WCSS. This will be driven by the incentivisation and education programme due to commence in March 2014							
SC	EV08	Service Implication	4,526	250			Medium	Medium	SNS1
		Staffing Implications None							
		Business Plan implications None							
		Impact on other departments None							
SC	EV08	Equalities Implications	4,526	250			Medium	Medium	SNS1
		Equalities Implications None							

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

Panel	Ref	Description of Saving		Baseline Budget 13/14 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	EV09	Service/Section Description	Leisure & Culture Development Renegotiation of contract with GLL for management of Leisure Centres	220	120			Medium	Low	SP1
		Service Implication	None							
		Staffing Implications	None							
		Business Plan implications	None							
		Impact on other departments Equalities Implications	Legal and corporate finance input to contract renegotiations							
			None							
	EV10	Service/Section Description	Greenspaces To be determined through TOM, which will generate a series of business cases for volunteering channel shift and commercialisation of service.	2,763	130	100		Medium	High	SP1
		Service Implication	To be determined through TOM; working with volunteering channel shift to mitigate impact and maintain current level of service delivery; increase income through further commercialisation to offset budget reduction.							
		Staffing Implications	To be determined through TOM							
		Business Plan implications	To be determined through TOM							
		Impact on other departments Equalities Implications	To be determined through TOM							
			To be determined through TOM							

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

Panel	Ref	Description of Saving		Baseline Budget 13/14 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	EV11	Service/Section	Parking Services							
		Description	Increase all pay and display charges for on and off street parking by 10% over three years, which is broadly in line with inflation and with price increases for public transport, and follows no price increase in 2014/15. It should be noted that although increases are in line with inflation no allowance has been made for elasticity of demand and this figure could reduce.	(3,692)	125	125	125	Medium	High	S11
		Service Implication	Need to ensure that any increase in permit charges is legally compliant with DFT guidance regarding the rationale for increasing permit charges.							
		Staffing Implications	The initial changes will require considerable work in changing all the electronic chips. It will take 15 working days plus cost of electronic chips of £20K.							
		Business Plan implications	This revenue increase is over and above figures already given.							
		Impact on other departments	Complaints and FOI requests							
		Equalities Implications	None							
Total Environment and Regeneration Savings				935	225	125	125			

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

Panel	Ref	Description of Saving	Baseline Budget 13/14 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Savings Type									
SI1		Income - increase in current level of charges							
SI2		Income - increase arising from expansion of existing service/new service							
SS2		Staffing: reduction in costs due to deletion/reduction in service							
SNS1		Non - Staffing: reduction in costs due to efficiency							
SNS2		Non - Staffing: reduction in costs due to deletion/reduction in service							
SP1		Procurement / Third Party arrangements - efficiency							
SP2		Procurement / Third Party arrangements - deletion/reduction in service							
SG1		Grants: Existing service funded by new grant							
SG2		Grants: Improved Efficiency of existing service currently funded by unringfenced grant							
SPROP		Reduction in Property related costs							
Panel									
O&S Overview & Scrutiny									
C&YP Children & Young People									
CC Corporate Capacity									
HC&OP Healthier Communities & Older People									
SC Sustainable Communities									

DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2014/15

Panel	Ref	Description of Saving	Baseline Budget 2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
CH1		Service	<p>Commissioning</p> <p>Placement budget: Further reduction of the ASC placement budget, increasing the targets on 3 already agreed and ambitious proposals as follows: Brokerage efficiency savings, by finding the best value option and setting personal budgets on this basis</p> <p>These savings add to the targets of existing programmes: procurement, brokerage and contracting for home care. The ASC transformation plan will continue with its existing principles of promoting greater independence. This approach would be driven through all ASC access channels (Brokerage, MAA T, OT and MILES), and through reviews.</p> <p>None identified.</p> <p>None identified.</p> <p>None identified.</p> <p>ASC customers are more likely to be older and have disabilities compared with the general population.</p>	36,658	31	242	107	High	High	SNS2
		Description								
		Service Implication								
		Staffing Implications								
		Business Plan implications								
		Impact on other departments								
Equalities Implications										
CH2		Description	<p>Placements</p> <p>Remodelling and re-procuring the domiciliary care service, following the end of the 3 year contract starting in 2012</p> <p>These savings add to the targets of existing programmes: procurement, brokerage and contracting for home care. The ASC transformation plan will continue with its existing principles of promoting greater independence. This approach would be driven through all ASC access channels (Brokerage, MAA T, OT and MILES), and through reviews</p> <p>None identified.</p> <p>None identified.</p> <p>None identified.</p> <p>ASC customers are more likely to be older and have disabilities compared with the general population.</p>	36,658	31	242	107	High	High	SNS2
		Service Implication								
		Staffing Implications								
		Business Plan implications								
		Impact on other departments								
		Equalities Implications								

DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2014/15

Panel	Ref	Description of Saving	Baseline Budget 2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CH3	<p>Placements</p> <p>Procurement Opportunities (Placement budget)</p> <p>These savings add to the targets of existing programmes: procurement, brokerage and contracting for home care. The ASC transformation plan will continue with its existing principles of promoting greater independence. This approach would be driven through all ASC access channels (Brokerage, MAA T, OT and MILES), and through reviews</p> <p>None identified.</p> <p>None identified.</p> <p>None identified.</p> <p>ASC customers are more likely to be older and have disabilities compared with the general population.</p>	36,658	32	244	108	High	High	SNS2
Total Commissioning & Placements				94	728	322			
	CH4	<p>Access & Assessment</p> <p>Staffing reductions across Access and Assessment</p> <p>Less capacity within the A&A team which will mean less professional support available for ASC customers, reduced capacity to conduct customer reviews, increased waiting times for assessment and delayed access to services.</p> <p>Loss of staff and therefore capacity. Proposed 4 FTE posts.</p> <p>None identified.</p> <p>None identified.</p> <p>ASC customers are more likely to be older and have disabilities compared with the general population</p>	5,895	170	0	0	Medium	High	SS2
Total Access & Assessment				170	0	0			

DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2014/15

Panel	Ref	Description of Saving		Baseline Budget 2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
		<u>Library & Heritage Service</u>								
	CH5	Service Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Reduction in media fund Reduced expenditure on library stock will be balanced by improvements in the way stock is purchased. None identified. None identified. None identified. Whilst less stock would be purchased the criteria will still be to supply a broad range of stock to meet community needs.	513	12	0	0	Low	Medium	SNS1
		<u>Library & Heritage Service</u>								
	CH6	Service Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Increase income Increased income will be delivered by maximising the use of space for commercial activities in library halls etc. None identified. None identified. None identified. Making more space available for commercial usage in halls may restrict some usage for community meetings but bookings will be taken on a first come first served basis.	333	10	0	0	Medium	Low	SNS1

DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2014/15

Panel	Ref	Description of Saving	Baseline Budget 2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
		Library & Heritage Service							
	CH7	<p>Service</p> <p>Description Introduce self-serve libraries at off peak times</p> <p>Service Implication Smaller libraries to be self-service and supported only by a security guard during off peak times.</p> <p>Staffing Implications 3.5 FTE at risk</p> <p>Business Plan implications None identified.</p> <p>Impact on other departments None identified.</p> <p>Equalities Implications Limited support for customers would be available during the self-service periods but this will be clearly promoted.</p>	1,224	0	0	90	Medium	High	SS2
Total Library & Heritage Service				22	0	90			
		Housing Needs & Enabling							
	CH8	<p>Service</p> <p>Description Reduction of Homelessness Prevention Grant The HPG is used for the prevention of homelessness thus minimising the use of temporary accommodation. To date there has been an underspend of the HPG.</p> <p>Staffing Implications None identified.</p> <p>Business Plan implications The reduction in the Homelessness Prevention Grant may impact upon our ability to respond to homelessness.</p> <p>Impact on other departments Increased homelessness has impacts on both CSF and ASC. Increased rough sleeping will impact on crime and disorder/ Safer Merton.</p> <p>Equalities Implications BME communities are over represented nationally in homeless statistics and this may lead to a further increase in episodes of homelessness for these groups.</p>	400	35	56	0	Medium	Medium	SG2

DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2014/15

Panel	Ref	Description of Saving		Baseline Budget 2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CH9	Service Description Service Implication	Housing Needs & Enabling Rationalisation of admin budget Little projected impact on service overall. Potential difficulties in service improvement/TOM and retention of Customer Service Excellence accreditation.	172	0	30	36	Low	Low	SNS1
		Staffing Implications	None identified.							
		Business Plan implications	None identified.							
		Impact on other departments	None identified.							
		Equalities Implications	None identified.							
	CH10	Service Description Service Implication	Housing Needs & Enabling Deletion of one staffing post The loss of front line operational staff may affect the council's ability to respond to housing need particularly in its ability to respond in a timely manner to prevent homelessness. Currently the council continues to maintain its position in having the lowest number of households in temporary accommodation in London despite the implementation of welfare reform.	1,048	0	0	36	Medium	Medium	SS2
		Staffing Implications	Deletion of one FTE post.							
		Business Plan implications	Homelessness Preventions: The reduction of staff could see a decrease in the number of homeless preventions being achieved.							
		Equalities Implications	Increased homelessness has impacts on both CSF and ASC. Increased rough sleeping will impact on crime and disorder/ Safer Merton.							
Total Housing Needs and Enabling					35	86	72			
Total Community and Housing Savings					321	814	484			

DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2014/15

Panel	Ref	Description of Saving	Baseline Budget 2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
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Savings Type

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

Panel

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

A) CAPITAL STRATEGY

Appendix 4

(Produced based on October 2013 monitoring data)

1 Introduction

1.1 Merton's Capital Strategy for 2014-18 has been aligned and integrated with the Business Plan for the period 2014-18. The Business Plan sets out how the Authority's objectives have been shaped by Merton Partnership in the Community Plan. The Community Plan sets out the overall vision and strategic direction of Merton which are embodied into five strategic themes:-

- Sustainable Communities and Transport;
- Safer and Stronger;
- Health and Well Being;
- Children and Young People;
- Corporate Capacity

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

1.3 The financial reality facing local government dominates the choices the council will make for the future of the borough. The development of the Business Plan 2014/18 is therefore based on the set of guiding strategic priorities and principles, as adopted by the council on 13 July 2011:

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

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

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

2 Planning Infrastructure

2.1 Business Plan 2014-2018

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

2.2 Service Plans

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

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

3 Accounting Definitions and Practices

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

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

4 Corporate and strategic capital expenditure appraisal planning and control

4.1 Capital Programme Board

4.1.1 Merton's Capital Strategy is coordinated by the Capital Programme Board. The board, which is effectively a sub-group of the Corporate Management Team (CMT), consists of the Directors and their nominated senior officers from each service department, together with officers from the Business Planning Team.

4.1.2 The role of the board is to ensure that all capital expenditure and investment decisions are made in an informed way, consistent with the achievement of the council's overall corporate strategic objectives (paragraph 1.1) along with monitoring the asset disposals programme. It also has a co-ordinating, reviewing, developing, encouraging, and reporting role, which ensures that Merton makes effective and efficient use of its capital resources, including management of its capital assets. During 2012/13 considerable work has been undertaken reviewing and developing the systems and processes for:

- i) Compiling the Capital Programme
- ii) Monitoring Expenditure and year end / multi-year projection
- iii) Identification and Realisation of Scheme Benefits
- iv) Financing the Programme

4.1.3 The board recommends to cabinet how capital resources should be allocated. The recommendations are based on a review of existing schemes and consideration of growth proposals. The existing Capital Programme is examined for potential reductions and reprofiling. The growth bids are prioritised on the criteria as set out later in this document.

4.1.4 During the budget process the Director of Corporate Services recommends to cabinet an initial view as to how the Capital Programme should be funded. However, this recommendation will be informed by the Capital Programme Board's consideration of the capital receipts available and the forecast of future property disposals and the final funding during the closure of accounts will depend on the precise financial position. At this stage it is intended to utilise internal borrowing, capital grant, revenue RCCO and earmarked reserves. Any capital loans given out by the authority will be funded from capital receipts as the repayments will be received as capital receipts. It will be reported to Members as and when it is proposed to use external borrowing and any other use of capital receipts.

4.1.5 The council has had a robust policy for many years of reviewing and disposing of surplus property, detailed in the Asset Management Plan (AMP) which also includes policy and procedures for land and property acquisition. However, the economic recession has slowed disposals in recent years and will continue to have an effect for 2014/15 and probably future years. All capital receipts are pooled, unless earmarked by cabinet, and are used either

to finance further capital investment or for the payment of premiums on repayment of higher interest loans.

4.2 Capital Programme Approval and Amendment

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

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

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

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

4.2.3 For increases to the programme, the source of funding and any other financial or non-financial impacts must be reported and the limits below apply:

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

4.3 Capital Monitoring

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

4.3.2 November monitoring information feeds into the Authority's Medium Term Financial Strategy (MTFS) and is used to assess the revenue impact over the period of the strategy.

4.3.3 Councillors receive regular monitoring reports on the overall position of capital expenditure in relation to the budget. They also receive separate progress reports on key spend areas. For example, in relation to the Primary School Expansion programme, the progress on each school is set out e.g. consultation, planning consent, start on site etc.

4.4 Risk Management

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

5 Revenue budget implications of capital investment

5.1 Revenue cost or savings

5.1.1 The council recognises that the prudential framework provides the council with flexibility, subject to the constraints of the council's revenue budget. This flexible ability to borrow, either from internal cash resources or by external borrowing, coupled with the revised treatment of finance leases with effect from 1 April 2010, means that prudential borrowing is used for the acquisition of equipment, where it is prudent, affordable and sustainable. In 2012/13 and 2013/14, it was possible to borrow from internal cash resources rather than external borrowing and it is forecast that this will continue to be the case until 2017/18. This will be kept under review as part of general Treasury Management.

5.1.2 The revenue effects of the capital programme are from capital financing charges and from additional revenue costs such as annual maintenance charges. The capital financing charges are made up of interest payable on loans to finance the expenditure and of principal repayments on those loans. The principal repayments commence in the year after the expenditure is incurred and are calculated by the application of the statutory Minimum Revenue Provision. The interest commences immediately the expenditure is incurred. The revenue effects of the capital programme are fully taken account of in the MTFS, with appropriate adjustments for slippage, timing of capital payments and the use of internal investment funds.

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

Revenue effects of Capital Programme				
	2014/15	2015/16	2016/17	2017/18
	£000	£000	£000	£000
MRP	7,423	8,392	9,135	10,325
Interest	6,692	6,692	6,692	6,698
Capital financing costs	14,115	15,084	15,827	17,023
Investment Income	(435)	(357)	(328)	(217)
Net	13,680	14,727	15,499	16,806

6 Capital resources 2014-18

6.1 Variety of sources

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

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

6.2 Annual Minimum Revenue Provision (MRP) Statement

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

6.2.2 The statement is set out in the Treasury Management Strategy (Draft to be included in January Business Plan report to Cabinet).

7 Asset management review

7.1 Capital receipts

7.1.1 Capital receipts generated from the disposal of surplus and under-utilised land and property are a major source of funding and the potential available capital resources are under constant review and revision. The forecast of capital receipts included in this report are primarily based on the Corporate Asset Management Plan 2011-15, from which is derived a multi-year forecast of planned land and property disposals. In addition, after the transfer of the housing stock to Merton Priory Homes, the council continues to receive a share of the receipts from Right to Buy applications and through future

sharing arrangements, receipts from the sales of void properties, sales of development land and VAT saving on expenditure on stock enhancements.

7.1.2 Progress and estimates of capital receipts are considered at each meeting of the Capital Programme Board by consideration of the Capital Disposals Programme.

7.2 Property as a corporate resource

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

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

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

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

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

7.2.5 A Strategic Asset Plan and the Corporate Asset Plan are currently being developed and will be used for asset management.

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

8 Summary of estimated disposals 2014-2018

8.1 Potential capital receipts

8.1.1 Due to difficulties in the property market since the economic recession a cautious view has been taken of the potential capital receipts identified. Much of the anticipated capital receipts are as a result of the VAT shelter agreement entered into with Merton Priory Homes as part of the housing stock transfer. There are current proposals for some of the properties under this agreement to be redeveloped which would result in a reduction in receipts from the VAT shelter agreement, however a Development and Disposals Clawback Agreement was entered into as part of the same transfer and this should

result in a significant capital receipt should these development plans go ahead. The following table represents a 'best prudent view' at this time in respect of an anticipated cash flow and therefore future capital receipts have not been assumed as a source of funding for the capital programme at this stage, but do replace the need for external borrowing:-

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000
Total	2,100	2,800	1,800	1,200

Note a) The above includes Right to Buys and the VAT shelter
Although difficult to accurately predict, other sales of assets could improve the position.

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

8.2 Debt repayment

8.2.1 The council has had a strategy to reduce its level of debt. Since 1 April 2008, the average interest payable on outstanding debt has fallen from 6.6% to 5.72%. For the period 2014-18, capital receipts may continue to be used to pay the premiums on the repayment of those authority debts which have high fixed interest charges, if the terms offered make this economic and the option makes appropriate revenue savings, but will also be considered for funding parts of the programme.

9 Grant Funding Capital Resources

9.1 Environmental and Regeneration

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000
Transport for London LIP (earmarked)	1,839	1,839	TBA	TBA
Disabled Facilities Grant (non- ringfenced)	444	444	444	TBA
Total: E&R	2,283	2,283	444	TBA

Note: Disabled Facilities Grant is an on-going grant programme, it has not been announced for the whole period 2014/17 but there are no indications that it will change in this time.

9.2 Children, Schools and Families

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000
Maintenance	TBA	TBA	TBA	TBA
Basic Need	7,150	TBA	TBA	TBA
Total Local Authority Funding (Both of the above grants are non-ringfenced)	7,150	TBA	TBA	TBA
Targeted Basic Need	10,855	696	0	0
Devolved Formula Capital (Earmarked)	TBA	TBA	TBA	TBA
TOTAL: CS&F	18,005	TBA	TBA	TBA
Assumed Maintenance and Basic Need	1,350	8,000	8,000	8,000

TBA – To Be Advised

Note: Basic Need was announced for 2014/15 in March 2013, however as yet the Capital Maintenance allocation has not been announced. Targeted Basic Need relates to specific schemes and must be spent by the end of the August of the financial year after it is received. It was allocated for 2013/14 and 2014/15 but the above shows when it is anticipated to be spent within this constraint.

9.3 Community and Housing

	2014/15 £000	2015/16 £000	2016/17 £000	2016/17 £000
C&H Adult Social Care Grant	410	TBA	TBA	TBA
Total C&H	410	TBA	TBA	TBA

TBA – To Be Advised

9.4 Summary of Grant Funding 2014-2018

9.4.1 The new resources notified to date are summarised in the following table. It is expected that there will be additional earmarked resources notified during the financial year 2014/15:-

Grant Funding	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000
Environment and Regeneration	2,583	2,283	TBA	TBA
Children, Schools and Families	18,005	TBA	TBA	TBA
Community and Housing	410	TBA	TBA	TBA
Total New Grant Funding	20,988	TBA	TBA	TBA
Assumed source of funding - CSF	1,350	8,000	8,000	8,000

10 Summary of Total Resources 2014-18:

10.1 Summary

10.1.1 The total anticipated resources over the plan period 2014-18, including existing grant funding and anticipated CS&F grants, is summarised in the following table:-

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000
Grant & Contributions	24,787	12,441	9,057	8,562
Council Funding	17,578	24,745	27,406	22,651
Total	42,365	37,186	36,463	31,213

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

10.1.3 The Table below summarises the Indicative Capital Programme for 2018 to 2023. Additional detail is provided as Annex 5:

Indicative Capital Programme 2018 to 2023

Department	Indicative 2018/19 Budget £000s	Indicative 2019/20 Budget £000s	Indicative 2020/21 Budget £000s	Indicative 2021/22 Budget £000s	Indicative 2022/23 Budget £000s
Corporate Services	1,785	1,500	1,760	1,645	875
Children, Schools and Families	27,578	6,250	6,600	4,758	3,920
Environment and Regeneration*	5,324	5,050	4,515	4,515	4,515
Community and Housing	0	0	0	0	0
Total	34,687	12,800	12,875	10,918	9,310

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

10.1.4 For every £1 million capital expenditure that is funded by external borrowing it is estimated that there will be annual revenue debt charges of between £242,000 for assets with a life of 5 years to £62,000 for an asset life of 50 years.

11 Capital bids and prioritisation criteria

11.1 Prioritisation of schemes 2017/18

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

The prioritisation criteria used in respect of growth were 'Statutory', Need (demand and / or priority), attracts match funding and revenue impact (including invest to save). Due to officers' awareness of the need to restrain the capital programme to affordable levels, the growth put forward over the period 2014-18, on the basis of these criteria by the board to cabinet was £32.097 million.

12 Detailed Capital Programme 2014-18

12.1 Corporate Services

This department is responsible for the administration of finance and staff, together with the corporate buildings including IT and utility services. Its main capital expenditure is on IT software and hardware, and on improvements to buildings. It is nearing the end of a major project for the restacking of offices in the Civic Centre to enable the economic concentration of staff and services on the borough's main civic site and replacement of Civic Centre Windows and the biggest remaining component of this is the replacement of the Civic Centre lifts. There are also budgets held centrally under Corporate Services to ensure funds are available to take up opportunities arising in the local property market, to leverage match funding or to enable transformation of services. The new schemes for this department are listed in Annex 1, Annex 3 provides a detailed breakdown of projects and Annex 4 provides the overall programme at scheme level for approval.

12.2 Children, Schools and Families

This department's main capital focus is the need for increased provision of pupil places. There was already provision in the 2013-17 capital programme, but the revised programme is as follows:

	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Primary Expansion	19,604	5,157	3,992	7,099
Secondary Expansion	275	1,475	14,495	13,700
Total	19,879	6,632	18,487	20,799

This is the most significant item in the council's capital programme and as such is set out in detail on the next page:

CSF capital programme 2014-18

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

The vast majority of the CSF capital programme for 2014-16 relates to the requirement to provide sufficient primary school places but there is also some capital for other categories of expenditure. The focus then changes to provision of secondary school places, with some expansion of special school provision also required.

Primary school places

The 2013-17 capital programme approved provision to deliver the primary school expansion for an additional 23 forms of entry (FE) as permanent and to start 2 further FEs along with 3 FE of temporary provision, compared to that provided in 2007/08.

As a result the council has either completed, or is in the progress of permanent expansion to provide 21 additional forms of entry since 2007/08. These are at the following 20 schools: Wimbledon Chase, Holy Trinity CE, St. Thomas of Canterbury, Benedict, Hollymount, Joseph Hood, Aragon, Cranmer, Merton Abbey, St Mary's, All Saints CE, Gorrings Park, Hillcross, Pelham, Dundonald, Poplar, Liberty, Singlegate (2FE extra, through additional adjacent site), Wimbledon Park, and William Morris.

Following analysis of more recent demographic information and admissions data, officers are adopting a prudent and cautious approach to planning for future expansions. No further permanent expansions will be undertaken until additional sustained demand for places is identified. The capital programme enables temporary accommodation to be provided in up to three schools in 2016-17 with additional budget also allocated from 2015-16 to enable further permanent expansions to be undertaken should the need materialise. The position will be kept under regular review by officers.

Secondary and special school places

The significant increase in demand for school places will reach the secondary phase from 2015/16 but it is expected this can be met through existing accommodation for the first two years. New build, expansion and enabling works will be required to provide sufficient places thereafter so significant budget is proposed for this from 2016-17.

The capital programme for 2014/18 includes £29.9 million for 5 secondary FE classes attached to our existing schools and some preliminary costs in respect of a new secondary school. The costs of the new school and an additional 5 secondary FE classes have yet to be built into the Capital Programme. Currently, there is uncertainty over the size, timing and cost of

the secondary expansion, this includes a lack of clarity regarding government funding.

The capital programme also includes a sum for additionally resourced SEN provision for pupils on the autism spectrum and more will be required after 2016 for permanent additional special school places.

Other schemes

With regard to other capital schemes, £500,000 is provided for schools capital improvement works in 2014/15 and this increased to £600,000 per annum thereafter. This is an increase from previous years, but will be limited to urgent health and safety related needs, with the council expecting schools to fund all works below £20,000.

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12.3 Environment and Regeneration

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

The individual projects for this department are all listed in Annex 3. Other than the grant funded Transport for London scheme for the upgrade of principal roads and also Environmental Health grants, the departments main schemes relate to 10 main areas:

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000
Highways Planned Road Works	1,500	1,500	1,500	1,500
Footways Planned Works	1,000	1,000	1,000	1,000
Highways General Planned Works	589	412	159	419
Leisure Centres	1,300	10,300	300	300
Future Merton	3,800	3,878	1,037	0
Replacement of Fleet Vehicles	500	500	500	500
Traffic and Parking management	135	135	306	
Parks Investment	250	250	425	250
Street Lighting Replacement Programme	410	200	462	290
Street Scene	315	275	100	0
Total	9,799	18,450	5,889	4,259

12.3.1 Highways Planned Road Works and Footways Planned Works

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

12.3.2 Highways General Planned Works

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

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000
Demand for Surface Water Drainage - Flooding	62	62	69	69
Highways bridges and structures improvements	370	260	0	260
Anti-Skid and Coloured	90	90	90	90

12.3.3 Leisure

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

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000
Replacement of Leisure Centre Plant and Machinery	300	300	300	300
Morden Park Pools	1,000	10,000	0	0

12.3.4 Future Merton

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

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000
Investment in industrial estates to create high-tech industrial park for key sectors	250	500	0	0
Town Centre Investment	750	878	1,037	0
Mitcham – TfL Major Schemes	300	0	0	0
Transportation Enhancements	2,500	2,500	0	0

12.4 Community and Housing

This department aims to provide residents with the chance to live independent and fulfilling lives, in suitable homes within sustainable communities, with chances to learn, use information, and acquire new skills.

The departmental Capital Programme for 2014/15 comprises:

	2014/15 £000
Adult Social Care Information Technology	991
Housing	760
Total	1,751

At present there are no Community and Housing Schemes in the Capital Programme for 2015/16 or 2017/18. In 2016/17 there is a £550,000 budget for re-provision of Colliers Wood Library.

12.5 Overall Programme

12.5.1 The approved Capital Programme for 2014/18 follows at Annex 1`, Annex 3 provides an additional breakdown detail of the approved schemes. The summary is as follows:

Capital Programme	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000
Corporate Services	5,132	2,591	3,162	2,806
Children, Schools & Families	22,241	8,920	22,087	21,399
Environment & Regeneration	13,037	21,143	6,623	4,599
Community and Housing	1,751	0	550	0
Total	42,161	32,654	32,422	28,804

12.5.2 The funding details for the programme follow at Annex 2

12.5.3 Within the funding details the authority has anticipated some slippage for schemes that require a consultation process or a planning application or where the implementation timetable is not certain. The slippage anticipated reduces the spend in the year it is budgeted but increases the spend in the following year when it is incurred. When slippage from 2013/14 is approved, the 2014/15 Capital Programme will be adjusted accordingly.

12.5.4 Annex 1	Capital Investment Programme - Schemes for Approval
Annex 2	Funding the Capital Programme 2014-18
Annex 3	Detailed Capital Programme 2014-18
Annex 4	Analysis of Growth
Annex 5	Indicative Capital Programme 2018-23

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CAPITAL INVESTMENT PROGRAMME – SCHEMES FOR APPROVAL

Department	2014/15	2015/16	2016/17	2017/18
Corporate Services	5,132	2,591	3,162	2,806
Children, Schools and Families	22,241	8,920	22,087	21,399
Environment and Regeneration	13,037	21,143	6,623	4,599
Community and Housing	1,751	0	550	0
Total	42,161	32,654	32,422	28,804

Corporate Services	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s
Corporate Budgets	1,573	2,007	500	0
Business Improvement	1,525	0	0	0
Resources	517	0	0	0
I&T - Information Technology	217	384	1,662	1,806
I&T - Facilities Management	1,300	200	1,000	1,000
Total	5,132	2,591	3,162	2,806

CAPITAL INVESTMENT PROGRAMME – SCHEMES FOR APPROVAL

Children, Schools and Families	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s
Primary School Expansions				
Cranmer expansion	919	492	0	0
Dundonald expansion	1,728	2,740	1,117	0
Gorringer Park expansion	22	0	0	0
Hillcross School Expansion	2,627	250	0	0
Merton Abbey	2,823	200	0	0
Pelham School Expansion	3,849	226	0	0
Poplar Permanent Expansion	3,084	953	0	0
St Mary's expansion	1,632	100	0	0
Singlegate expansion	2,750	100	0	0
Wimbledon Park expansion	170	0	0	0
22 FE School Expansion	0	95	2,575	2,075
23 FE School Expansion	0	0	100	555
24 FE School Expansion	0	0	100	1,625
25 FE School Expansion	0	0	100	1,625
26 FE School Expansion	0	0	0	619
27 FE School Expansion	0	0	0	300
28 FE School Expansion	0	0	0	300
Total Primary School Expansions	19,604	5,157	3,992	7,099
Secondary School Expansion				
Scheme 1 Phased extra 4FE	50	150	2,800	
Scheme 2 Phased extra 4FE	50	150	2,800	
Scheme 3 Phased extra 4FE	50	150	2,800	
Scheme 4 New school phased 6-8FE	100	1,000	4,000	7,000
Scheme 5 Phased extra 2FE			95	1,500
Scheme 6 Phased extra 2FE	25	25	1,900	3,000
Scheme 7 - extra 1FE			50	1,100
Scheme 8 - extra 1FE			50	1,100
Total Secondary School Expansion	275	1,475	14,495	13,700
Other				
Total Schs Cap Maint & Accessibility	500	600	600	600
Primary school autism unit	662	238	0	0
Perseid	800	500	0	0
Secondary School Autism Unit	350	850	0	0
Cricket Green	50	100	3,000	0
Total Other	2,362	2,288	3,600	600
Total	22,241	8,920	22,087	21,399

CAPITAL INVESTMENT PROGRAMME – SCHEMES FOR APPROVAL

Environment and Regeneration	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s
Total Footways Planned Works	1,000	1,000	1,000	1,000
Total Greenspaces	250	250	425	250
Total Highways General Planned Works	589	412	159	419
Total Highways Planned Road Works	1,500	1,500	1,500	1,500
Total Leisure Centres	1,300	10,300	300	300
Total Regeneration Partnerships	1,130	1,378	1,037	0
Total Plans and Projects	70	0	0	0
Total Street Lighting	410	200	462	290
Total Street Scene	315	275	100	0
Total Transport for London	1,839	1,839	0	0
Total Traffic and Parking Management	135	135	306	0
Total Transport and Plant	3,000	3,000	500	500
Total Safer Merton - CCTV & ASB	145	0	0	0
Total Environmental Health	1,264	764	784	340
Total Waste Operations	90	90	50	0
TOTAL	13,037	21,143	6,623	4,599

Community and Housing	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s
Libraries	0	0	550	0
Adult Social Care	991	0	0	0
Housing	760	0	0	0
Total	1,751	0	550	0

Merton	Capital Programme £000s	Merton Funded £000s	Funded by Grant & Capital Contributions £000s
TOTAL Revised 2013/14	44,546	24,285	20,261
Potential Slippage c/f	(12,830)	(9,854)	(2,975)
TOTAL Spend 2013/14	31,717	14,430	17,286
2014/15 Revised Budget	42,160	18,205	23,955
Potential Slippage b/f	12,830	9,854	2,975
Potential Slippage c/f	(12,625)	(10,481)	(2,143)
TOTAL Spend 2014/15	42,365	17,578	24,787
2015/16 Draft Budget	32,654	21,175	11,479
Potential Slippage b/f	12,625	10,481	2,143
Potential Slippage c/f	(8,093)	(6,912)	(1,181)
TOTAL Spend 2015/16	37,186	24,745	12,441
2016/17 Draft Budget	32,422	23,978	8,444
Potential Slippage b/f	8,093	6,912	1,181
Potential Slippage c/f	(4,051)	(3,483)	(568)
TOTAL Spend 2016/17	36,463	27,406	9,057
2017/18 Draft Budget	28,804	20,804	8,000
Potential Slippage b/f	4,051	3,483	568
Potential Slippage c/f	(1,643)	(1,636)	(6)
TOTAL Spend 2017/18	31,213	22,651	8,562

Corporate Services	Scrutiny Panel *	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Corporate Budgets					
Acquisitions Budget	OSC	573	500	500	0
Transformation Budgets	OSC	0	507	0	0
Capital Bidding Fund	OSC	1,000	1,000	0	0
Total Corporate Budgets		1,573	2,007	500	0
Business Improvements					
Replace doc management system	OSC	740	0	0	0
Customer Contact Programme	OSC	785	0	0	0
Total Business Improvements		1,525	0	0	0
Resources					
Improving Information Systems	OSC	517	0	0	0
Total Resources		517	0	0	0
Information Technology		0	0	0	0
Planned Replacement Programme	OSC	182	299	1,412	1,686
ITSD Enhancements	OSC	35	85	250	120
Total Information Technology		217	384	1,662	1,806
Facilities Management					
Civic Centre refurbishment	OSC	100	0	0	0
Energy Utility Invest to Save	SC	100	0	150	150
Invest to Save schemes-General	OSC	100	0	150	150
Water Safety Works	OSC	0	0	150	150
Asbestos Safety Works	OSC	0	0	250	250
Capital Works - Facilities	OSC	200	200	300	300
Civic Centre Passenger Lifts	OSC	650	0	0	0
Civic Centre Windows	OSC	150	0	0	0
Total Facilities Management		1,300	200	1,000	1,000
TOTAL		5,132	2,591	3,162	2,806

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

Children, Schools and Families	Scrutiny Panel *	2014/15	2015/16	2016/17	2017/18
		£000s	£000s	£000s	£000s
Primary School Expansions					
Cranmer expansion	CYP	919	492	0	0
Dundonald expansion	CYP	1,728	2,740	1,117	0
Gorrington Park expansion	CYP	22	0	0	0
Hillcross School Expansion	CYP	2,627	250	0	0
Merton Abbey	CYP	2,823	200	0	0
Pelham School Expansion	CYP	3,849	226	0	0
Poplar Permanent Expansion	CYP	3,084	953	0	0
St Mary's expansion	CYP	1,632	100	0	0
Singlegate expansion	CYP	2,750	100	0	0
Wimbledon Park expansion	CYP	170	0	0	0
22 FE School Expansion	CYP	0	95	2,575	2,075
23 FE School Expansion	CYP	0	0	100	555
24 FE School Expansion	CYP	0	0	100	1,625
25 FE School Expansion	CYP	0	0	100	1,625
26 FE School Expansion	CYP	0	0	0	619
27 FE School Expansion	CYP	0	0	0	300
28 FE School Expansion	CYP	0	0	0	300
Total Primary School Expansions		19,604	5,157	3,992	7,099
Other					
Schs Cap Maint & Accessibility	CYP	500	600	600	600
Primary school autism unit	CYP	662	238	0	0
Perseid	CYP	800	500	0	0
Secondary School Autism Unit	CYP	350	850	0	0
Cricket Green	CYP	50	100	3,000	0
Total Other		2,362	2,288	3,600	600
Secondary School Expansion					
Scheme 1 Phased extra 4FE	CYP	50	150	2,800	
Scheme 2 Phased extra 4FE	CYP	50	150	2,800	
Scheme 3 Phased extra 4FE	CYP	50	150	2,800	
Scheme 4 New school phased 6-8FE	CYP	100	1,000	4,000	7,000
Scheme 5 Phased extra 2FE	CYP			95	1,500
Scheme 6 Phased extra 2FE	CYP	25	25	1,900	3,000
Scheme 7 - extra 1FE	CYP			50	1,100
Scheme 8 - extra 1FE	CYP			50	1,100
Total Secondary School Expansion		275	1,475	14,495	13,700
TOTAL		22,241	8,920	22,087	21,399

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

Environment and Regeneration	Scrutiny Panel *	2014/15	2015/16	2016/17	2017/18
		£000s	£000s	£000s	£000s
Footways Planned Works					
Repairs to Footways	SC	1,000	1,000	1,000	1,000
Total Footways Planned Works		1,000	1,000	1,000	1,000
Greenspaces					
Parks Investment	SC	250	250	425	250
Total Greenspaces		250	250	425	250
Highways General Planned Works					
Surface Water Drainage	SC	62	62	69	69
Highways bridges & structures	SC	370	260	0	260
Maintain AntiSkid and Coloured	SC	90	90	90	90
B497/8 Lombard Rd Improvements	SC	24	0	0	0
B639a Fair Green	SC	43	0	0	0
Total Highways General Planned Works		589	412	159	419
Highways Planned Road Works					
Borough Roads Maintenance	SC	1,500	1,500	1,500	1,500
Total Highways Planned Road Works		1,500	1,500	1,500	1,500
Leisure Centres					
Leisure Centre Plant & Machine	SC	300	300	300	300
Morden Park Pool and LC Invest	SC	1,000	10,000	0	0
Total Leisure Centres		1,300	10,300	300	300
Regeneration Partnerships					
Industrial Estate Investment	SC	250	500	0	0
Mitcham Major schemes	SC	300	0	0	0
Town Centre Investment	SC	750	878	1,037	0
Total Regeneration Partnerships		1,300	1,378	1,037	0
Plans and Projects					
Climate Change Initiatives	SC	70	0	0	0
Total Plans and Projects		70	0	0	0
Street Lighting					
Street Lighting Replacement Pr	SC	410	200	462	290
Total Street Lighting		410	200	462	290
Street Scene					
Street scene enhancements	SC	250	250	0	0
Street Tree Programme	SC	65	25	100	0
Total Street Scene		315	275	100	0
Transport for London					
Unallocated	SC	1,839	1,839	0	0
Total Transport for London		1,839	1,839	0	0
Traffic and Parking Management					
Minor traffic/danger reduction	SC	120	120	0	0
Traffic surveys & Safety Measu	SC	15	15	0	0
Traffic Schemes	SC	0	0	306	0
Total Traffic and Parking Management		135	135	306	0

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

Environment and Regeneration	Scrutiny Panel *	2014/15	2015/16	2016/17	2017/18
Transport and Plant					
Replacement of Fleet Vehicles	SC	500	500	500	500
Transportation Enhancements	SC	2,500	2,500	0	0
Total Transport and Plant		3,000	3,000	500	500
Safer Merton - CCTV & ASB					
CCTV (match funding)	SC	145	0	0	0
Total Safer Merton - CCTV & ASB		145	0	0	0
Environmental Health					
Disabled Facilities Grant DCLG	SC	444	444	444	0
Disabled Facilities Grant LBM	SC	780	280	280	280
Small Repairs Grant	SC	40	40	60	60
Total Environmental Health		1,264	764	784	340
Waste Operations					
Alley Gating Scheme - Fly Tip	SC	50	50	50	0
Re-use/recycling Site Maintena	SC	40	40	0	0
Total Waste Operations		90	90	50	0
TOTAL		13,037	21,143	6,623	4,599

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Community and Housing	Scrutiny Panel *	2014/15	2015/16	2016/17	2017/18
		£000s	£000s	£000s	£000s
Adult Social Care					
CareFirst report Development	HCOP	14	0	0	0
Captive E-Learning CareFirst	HCOP	6	0	0	0
Contingency	HCOP	71	0	0	0
Replacement SC System	HCOP	900	0	0	0
Total Adult Social Care		991	0	0	0
Housing					
Western Road *	SC	760	0	0	0
Total Housing		760	0	0	0
Libraries					
Relocation of Colliers Wood Library	SC	0	0	550	0
Total Libraries		0	0	550	0
Total		1,751	0	550	0

* OSC= Overview and Scrutiny Commission, CYP = Children and Young People, HCOP = Healthier Communities and Older People, SC = Sustainable Communities, TBC – To Be Confirmed

Department	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s
Corporate Services	297	489	(10)	2,806
Children, Schools and Families	1,271	1,888	3,200	17,500
Environment and Regeneration	507	0	50	4,599
Community and Housing	0	0	0	0
Total	2,075	2,377	3,240	24,905

Corporate Services	Scrutiny Panel *	2014/15	2015/16	2016/17	2017/18
		£000s	£000s	£000s	£000s
Infrastructure & Transactions					
Transformation (IT) - I&T **	OSC		(11)		
IT SD Stability **	OSC			(10)	1,806
Business Improvement		297			
Resources					
Corporate Governance					
Corporate					
Capital Bidding Fund	OSC		500		
Acquisitions Budget	OSC				
FM Capital Works					
Energy Utilities Invest to Save	SC				150
Invest to Save schemes - General	OSC				150
Water Safety Works	OSC				150
Asbestos Works	OSC				250
FM Capital Works - Facilities	OSC				300
Total		297	489	(10)	2,806

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** Negative growth in the capital programme is as a result of identifying some works as revenue rather than capital as part of on-going reviews of the programme

Children, Schools and Families	Scrutiny Panel *	2014/15	2015/16	2016/17	2017/18
		£000s	£000s	£000s	£000s
School expansion 19FE to 25FE (Garfield) **	CYP	(29)			
Beecholme 2 Temp. classrooms	CYP				
23 FE School to be Confirmed	CYP				
24 FE School to be Confirmed	CYP				1,600
25 FE School to be Confirmed	CYP				1,600
26FE Temporary Solution for Sept. 2015	CYP				
27FE Temporary Solution for Sept. 2016	CYP				
28FE Temporary Solution for Sept. 2016	CYP				
29FE School Expansion					
Primary School autism unit			238		
Primary School Expansions		(29)	238	0	3,200
Schools Capital Maintenance and Accessibility	CYP	100	200	200	600
Secondary School expansion	CYP	1,200	1,450	3,000	13,700
Other		1,300	1,650	3,200	14,300
Total		1,271	1,888	3,200	17,500

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** Negative growth in the capital programme is as a result of identifying some works as revenue rather than capital as part of on-going reviews of the programme

Environment and Regeneration	Scrutiny Panel *	2014/15	2015/16	2016/17	2017/18
		£000s	£000s	£000s	£000s
Transport for London					
CCTV and Anti-Social Behaviour (ASB) **		(13)			
Environmental Health					
Disabled Facilities Grant - LBM Contribution	SC	300			280
Small Repairs Grant (Private Sector Housing Programme)	SC				60
Highway Maintenance					
Bridges and Structures		110			260
Footways					
Footways Planned Works	SC				1,000
General					
Demand for Surface Water Drainage - Flooding	SC				69
Maintenance Anti-Skid and Coloured	SC				90
Roads					
Highways Planned Roadworks	SC				1,500
Greenspaces					
Parks Investment	SC				250
Leisure Centres					
Replacement of Leisure Centre Plant and Machinery including accelerated schemes in 2009/10	SC				300
Street Lighting					
Street Lighting Replacement Programme	SC	110			290
Transport and Plant					
Replacement of Fleet Vehicles	SC				500
Other				50	
TOTAL		507	0	50	4,599

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** Negative growth in the capital programme is as a result of identifying some works as revenue rather than capital as part of on-going reviews of the programme

Community and Housing

No growth for community and Housing is proposed as part of the 2014-18 capital programme

Corporate Services	Scrutiny Panel*	Indicative 2018/19 Budget	Indicative 2019/20 Budget	Indicative 2020/21 Budget	Indicative 2021/22 Budget	Indicative 2022/23 Budget
		£000s	£000s	£000s	£000s	£000s
Information Technology						
Planned Replacement Programme	OSC	560	575	860	770	0
ITSD Enhancements	OSC	275	0	0	0	0
Total Information Technology		835	575	860	770	0
Facilities Management						
Energy Utility Invest to Save	SC	150	150	150	150	150
Invest to Save schemes-General	OSC	150	150	150	150	150
Water Safety Works	OSC	100	75	50	25	25
Asbestos Safety Works	OSC	250	250	250	250	250
Capital Works - Facilities	OSC	300	300	300	300	300
Total Facilities Management		950	925	900	875	875
Information Technology						
Planned Replacement Programme	OSC	560	575	860	770	0
ITSD Enhancements	OSC	275	0	0	0	0
Total Information Technology		835	575	860	770	0
TOTAL		1,785	1,500	1,760	1,645	875

Children, Schools and Families	Scrutiny Panel*	Indicative 2018/19 Budget	Indicative 2019/20 Budget	Indicative 2020/21 Budget	Indicative 2021/22 Budget	Indicative 2022/23 Budget
		£000s	£000s	£000s	£000s	£000s
Primary School Expansions						
23 FE School Expansion	CYP	2,575	1,600	0	0	0
24 FE School Expansion	CYP	1,600	1,600	0	0	0
25 FE School Expansion	CYP	1,600	1,600	0	0	0
Total Primary School Expansions		5,775	4,800	0	0	0
Other						
Schs Cap Maint & Accessibility	CYP	600	600	600	600	600
Perseid	CYP	850	850	0	0	0
Secondary School expansion	CYP	20,353	0	6,000	4,158	3,320
Total Other		21,803	1,450	6,600	4,758	3,920
TOTAL		27,578	6,250	6,600	4,758	3,920

Environment and Regeneration	Scrutiny Panel*	Indicative 2018/19 Budget	Indicative 2019/20 Budget	Indicative 2020/21 Budget	Indicative 2021/22 Budget	Indicative 2022/23 Budget
		£000s	£000s	£000s	£000s	£000s
Footways Planned Works						
Repairs to Footways	SC	1,000	1,000	1,000	1,000	1,000
Total Footways Planned Works		1,000	1,000	1,000	1,000	1,000
Greenspaces						
Parks Investment	SC	350	350	350	350	350
Total Greenspaces		350	350	350	350	350
Highways General Planned Works						
Surface Water Drainage	SC	69	69	69	69	69
Highways bridges & structures	SC	260	260	260	260	260
Maintain AntiSkid and Coloured	SC	90	90	90	90	90
Total Highways General Planned Works		419	419	419	419	419
Highways Planned Road Works						
Borough Roads Maintenance	SC	1,600	1,600	1,600	1,600	1,600
Total Highways Planned Road Works		1,600	1,600	1,600	1,600	1,600
Leisure Centres						
Leisure Centre Plant & Machine	SC	300	300	300	300	300
Total Leisure Centres		300	0	0	0	0
Street Lighting						
Street Lighting Replacement Pr	SC	509	535	0	0	0
Total Street Lighting		509	535	0	0	0
Traffic and Parking Management						
Traffic Schemes	SC	306	306	306	306	306
Total Traffic and Parking Management		306	306	306	306	306
Transport and Plant						
Replacement of Fleet Vehicles	SC	500	500	500	500	500
Total Transport and Plant		500	500	500	500	500
Environmental Health						
Disabled Facilities Grant LBM	SC	280	280	280	280	280
Small Repairs Grant	SC	60	60	60	60	60
Total Environmental Health		340	340	340	340	340
TOTAL		5,324	5,350	4,815	4,815	4,815



London Borough of Merton Risk Management Strategy

November 2013 (V10)

DRAFT

Introduction

Risk management should take place at every level within the council and across our partnerships. Risk management should be a central part of any organisation's strategic management and should be seen as the means by which business opportunities are maximised and potential losses associated with unwanted events are reduced.

Local authorities are under increasing external pressure to improve outcomes for the public and at the same time reduce costs. As such the council is required to rethink how it operates in order to achieve its desired outcomes. Risks have to be understood, managed and controlled if we are to meet our objectives and therefore we need to ensure that we have a robust system of risk management in place. This will ensure that decisions are made on the best available information and the likelihood of success is increased.

Risk Management Strategy

The process of identifying and evaluating risks is known as risk assessment. By understanding the risks we face we are able to be actively aware of where uncertainty surrounding events or outcomes exists and therefore identify steps that can be taken to protect the council, its staff, residents, customers and assets from these risks.

This strategy sets out to provide a structured approach to identifying emerging risks as well as assessing and managing current risk. It builds in a process for regularly reviewing and updating identified risks.

This strategy will be reviewed on annual basis and updated where required.

What is risk?

Risk is the threat that an event or action may adversely affect an organisation's ability to achieve its objectives and to successfully execute its strategies'. A risk can be a threat, obstacle, barrier, concern, problem or event that may prevent us fulfilling our objectives.

Risks should not be confused with issues. Issues are current problems, questions, outstanding items, tasks or a request that is here today. There is a strong element of fact surrounding it. An issue becomes a risk when the issue cannot be addressed and could continue or get worse.

Definitions of Risk Management

Risk Management is the process by which organisations methodically address risks with the goal of achieving sustained benefit within each activity and across the portfolio of all activities.

Organisations exist to achieve their ambitions, aims and objectives. Risk management is the process of how we identify the risks that may prevent us from achieving this, enabling us to anticipate, identify, manage, and where possible mitigate these risks. Ultimately, risk management is about creating a better understanding of the most important problems facing our organisation.

As risk is very much concerned with our objectives, the management of it will be closely linked to the creation of our strategic, service, project and

partnership objectives and plans. The established processes for the creation of these plans will act as an “anchor” for the risk management process.

Risk is also implicit in the decisions we make; how we make those decisions will affect how successful we are in achieving our objectives. Decision making is, in turn, an integral part of the day to day existence and is particularly prominent in times of change. Risk management therefore is a key component in the management of change and to decision making.

Our risk management process will be continuous and will support internal and external change. The risk management process will be fully integrated with the normal business management processes across the authority.

By being aware of and managing the risks we face, it is more likely that we will achieve our objectives and that, should a risk occur, we will be better placed to deal with it.

We endeavour to identify all risks facing the council and to monitor, manage and mitigate (where possible) all those risks which are deemed to be high (scored Amber or Red). Risks are monitored via Departmental Risk Registers, and key crosscutting risks to the council are placed on the Key Strategic Risk Register (KSRR).

Merton’s aims and objectives in relation to risk management are to:

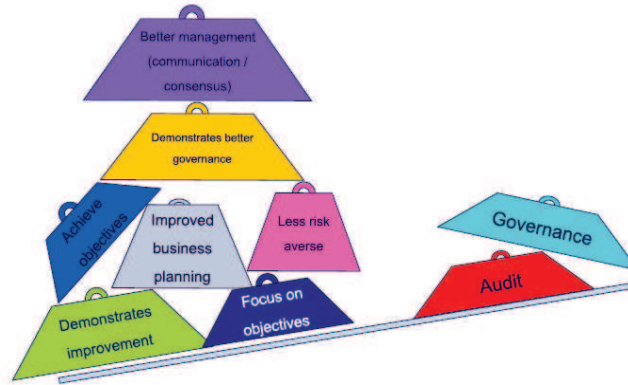
- Establish and maintain a robust framework and procedures for the identification, analysis, assessment and management of risk, including reporting and recording.
- To not expose the council to unacceptable levels of risk, minimise injury, damage, loss and inconvenience to staff, residents and service users.
- Integrate risk management into the day to day activities of staff and the culture of the organisation, raising awareness of the importance and need for risk management.
- Ensure consistent application of our methodology across all of our activities, including partnerships and projects.
- Effectively manage the total cost of risk.

The benefits and National drivers behind risk management

We are required to undertake risk management as it forms part of the Annual Governance Statement, we must demonstrate a systematic strategy, framework and process for managing risk. The council recognises that the benefits of risk management far outweigh the requirement to undertake the activity and such benefits include;

- Achieving our ambitions, aims and objectives as key risks are managed.
- Better decision making as we are more aware of risk.
- Ability to take advantage of opportunities because we understand the risks attached to them.
- Better governance and the ability to demonstrate it to our stakeholders.
- Reduction in failure, loss, damage and injury caused by risk
- Improvement in ability to adapt to change

- Improvement in corporate governance
- Compliance with statutory and regulatory requirements



Risk management awareness

Ensuring awareness of risk management will be undertaken on an on-going basis through training sessions, reviews, departmental meetings, briefings and staff bulletins. Each department has a risk champion who will be able to offer guidance to staff where required. The [risk management intranet page](#) will be regularly reviewed and staff will be signposted to the information they need to pro-actively identify and manage risk e.g. the risk management toolkit and guidance.

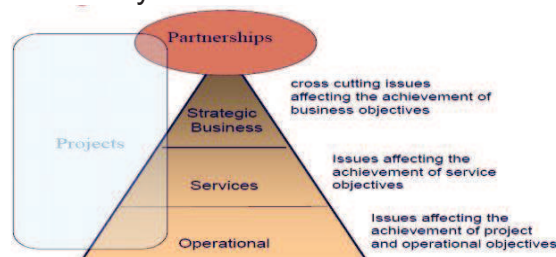
Risk Appetite

The council recognises that its risk appetite to achieve its corporate priorities identified within its business plan could be described in general as an informed and cautious approach. Where significant risk arises, we will take effective control action to reduce these risks to an acceptable level.

It is also recognised that a higher level of risk may need to be taken, for example to support innovation in service delivery. To offset this there are areas where the council will maintain a very cautious approach for example in matters of compliance with the law, and public confidence in the council, supporting the overall informed and cautious position on risk.

How does risk management fit in?

Risk management links closely with Health and Safety, Business Continuity, Emergency Planning and Insurance, by ensuring close links we can enhance the resilience of the organisation. Generally, a single issue or risk will fall into only one of these categories; however some may fall into two or more. As Business Continuity is a way of mitigating risk, the link with risk management is key to ensuring the continuous delivery of services that are important to the community.



Risk management in projects

Risk management is a key part of the ongoing management of projects and partnerships and is clearly defined in [Merton's Approach to Projects \(MAP\)](#).

Risk management in partnerships

The council is involved in a wide range of partnerships to achieve our ambitions, aims and objectives. It is vital we assess the risks to achievement within our key partnerships, and ensure that they are monitored regularly.

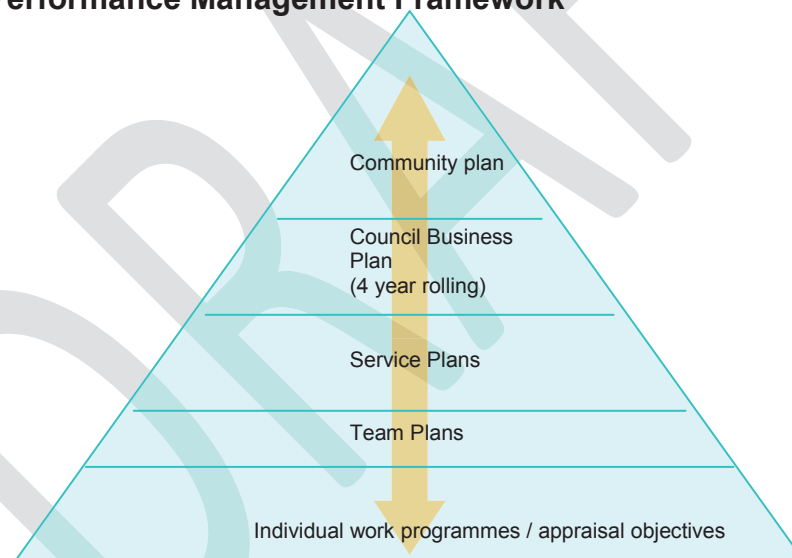
Risk management and financial planning

Risk management is an important part of financial planning. As part of the budget setting process a robust risk assessment is completed and reviewed on a regular basis.

Corporate approach to risk management

In order to formalise and structure risk management, it is recognised there is an obvious and clear link with the business planning process and therefore risk management sits within the Business Planning team. The overall council Business Plan and service plans set out what a team, division, department, or the council as a whole, want to achieve in a set time frame, as shown below.

Merton Performance Management Framework



- CMT is ultimately accountable for delivering the council's Business Plan therefore they are responsible for the corporate KSRR.
- DMTs are responsible for their own service risk registers.
- Divisions or teams are responsible for their own risk registers, if applicable.

It is important that risks identified and assessed at an operational level can be escalated to a departmental or corporate level. However, because a risk may have a great impact on a team it does not necessarily follow that it may have the same impact on the department, or the organisation as a whole. Ultimately, it is the respective management team who decide if a risk is worthy of inclusion on their risk register.

Scoring Risk

In conjunction with this strategy more detailed guidance will be issued to assist officers in identifying risks and issues and the scoring, managing and reporting of those risks identified.

When determining a score for each risk, the matrix, together with the definitions of likelihood and impact as detailed below should be used. Therefore, if the likelihood of a risk is 4, significant, (occurs or likely to occur more than 25%, and up to 50% of the time) and the impact is 3, critical, (service provision - service suspended short term) – then the risk rating will be 12 which is amber.

Likelihood							Impact		
6	= Very High	Likelihood	6	12	18	24	4	= Catastrophic	
5	= High		5	10	15	20	3	= Critical	
4	= Significant		4	8	12	16	2	= Significant	
3	= Possible		3	6	9	12	1	= Marginal	
2	= Low		2	4	6	8			
1	= Almost Impossible		1	2	3	4			
			1	2	3	4			
			Impact						

Defining the Likelihood of Risk

Classification	Definition
6 - Very High	Occurs or likely to occur more than 90% of the time
5 - High	Occurs or likely to occur more than 50%, and up to 90% of the time
4 - Significant	Occurs or likely to occur more than 25%, and up to 50% of the time
3 - Possible	Occurs or likely to occur more than 5% and up to 25% of the time
2 - Low	Occurs or likely to occur more than 1% and up to 5% of the time
1 - Almost Impossible	Occurs or likely to occur up to 1% of the time

Defining the Impact of Risk

Categories	1 Marginal	2 Significant	3 Critical	4 Catastrophic
Financial Impact - FI	Up to £2.5m per annum or up to £10m one off	£2.5m up to £5m per annum or up to £20m one off	£5m up to £7.5m per annum or up to £30m one off	£7.5m up to £10m per annum or above £30m one off
Service Provision - SP	Reduced service	Significant reduction	Service suspended short term	Service suspended long term / statutory duties not delivered
Health and Safety - HS	Broken bones / illness	Major illness / threat not life threatening	Loss of life / major illness	Major loss of life / large scale illness (pandemic)
Objectives - O	Objectives of one service area not met	Departmental objectives not met	Corporate objectives not met	Statutory objectives not met
Reputation - R	Adverse local media lead story short term	Adverse local media story long term. Adverse national publicity short term.	Adverse national publicity longer term	Remembered for years

Reporting and escalating risks

During the year, new risks will arise that have not previously been considered and there may be changes to existing risks. Therefore the risk registers need to be regularly managed. The reviews of risk registers should be managed by exception. The reporting cycle takes place during April, July, October and January. However, risks with a score of 15 and above (red risks) should be reviewed on a more frequent basis (at least monthly) with the responsible officer ensuring that the action plan is monitored and updated until the risk has been managed down to a score of 12 or below, where possible.

1 st week	2 nd week	4 th week
DMT – review operational service risks and propose KSRs as per the definitions of likelihood and impact for crosscutting risks	Corporate Risk Management Group (CRMG) – review service risks and proposed KSRs	CMT – identify and review KSRs

Those risks identified on departmental risk registers as Red or Amber and with a score of between 10 to 24 (inclusive) having been reviewed against the definition of likelihood and risk, and which will impact across the whole organisation are escalated to the KSRR.

Roles, Responsibilities and Governance

Across the organisation we all have a responsibility to identify and manage risk.

Councillors

Elected councillors are responsible for governing the delivery of services to the local community. Councillors have a responsibility to understand the key risks the council faces and will be made aware of how these risks are being managed through the annual business planning process. All Councillors will have the responsibility to consider the risks associated with the decisions they undertake and will be informed of these risks in the plans and reports submitted to them.

Chief Executive and CMT

The Chief Executive and CMT are ultimately accountable in ensuring that risk management is fully embedded in the council's business planning and monitoring processes as well as having overall accountability and responsibility for leading the delivery of the council's Risk Management Strategy and Framework. CMT are to take a leading role in the risk management process ensuring that risk management is communicated, understood and implemented by Councillors, managers and staff, and establish a supportive culture.

CMT will submit an annual report on risk to the General Purposes Committee and Cabinet.

Directors

Each Director is accountable for proper monitoring of their departmental risk register, action plans and the embedding of risk management into the business planning process of their directorate. They will need to be actively involved in the risk management process within their department and CMT, including nominating an appropriate Risk Champion for their department. Directors are also accountable and responsible for leading the delivery of the council's Risk Management Framework in their respective Directorate.

Section 151 Officer / Internal Audit

The Section 151 officer and internal audit will be responsible for carrying out independent reviews of the risk management strategy and processes, providing assurance and giving an independent and objective opinion, to the council on the adequacy of risk management, control procedures and governance.

An annual Audit Plan, based on a reasonable evaluation of risk, will be carried out and an annual assurance statement will be provided to the council based on work undertaken in the previous year. The section 151 officer will chair the CRMG group.

Risk Champions

Risk champions will work with their Director, Heads of Service, Managers and Team Leaders to ensure the RM Strategy and Framework is embedded in the Directorate and departmental planning, performance, project and partnership

management, offering support and challenge. They will also represent their directorate at CRMG meetings.

They will assist management teams to identify and record all key risks to service, project and partnership objectives, monitoring and reviewing risks against performance.

Service Managers

Managers have a responsibility not only for the risks for which they are the risk owner, but are also accountable for those risks, within their service, which are owned / managed by others.

They are to maintain an awareness of risk and feed those identified into the risk management process, understanding and acting upon the key risks that could significantly impact on the achievement of their service/team objectives. Managers should encourage staff to be open about risk so that treatment actions can be agreed.

Risk Owners

Risk owners are responsible for identifying and implementing risk treatment that will bring the risk/s they own to a tolerable level. Regularly reviewing the progress of the risk treatment actions and report on the risk treatment progress to the responsible body.

Individual Employees

Individual employees need to have an understanding of risks and consider risk management as part of their everyday activities, identifying risks surrounding their everyday work, processes and environment. Risks that could impact on service delivery the achievement of objectives or their own or other wellbeing must be identified and actively managed with risk actions in place, where appropriate.

Business Planning team

The business planning team are responsible for ensuring that risk management is embedded throughout the council, as well facilitating and supporting the risk management process and supporting risk owners. The team will ensure risk management documentation and intranet pages up to date and relevant, as well as updating the KSRR with emerging risks, new risks and updating existing risks.

In addition the Business Planning team will ensure risk is part of the annual service planning process, facilitate the CRMG meetings and submit strategic updates and reports on risk management to CMT, Cabinet, Audit and Assurance Committee etc.

Corporate Risk Management Group

The Corporate Risk Management Group will provide strategic direction and leadership to ensure a risk strategy is maintained and updated and that risks are appropriately identified and managed within the organisation. It will provide a forum that brings together risk specialists for the benefit of the council, it's staff and the wider community.

CRMG will strive to ensure that the risk management framework is embedded within the council's overall strategic and operational policies, practices and processes in a consistent and standardised manner.

In addition it will provide assurance that all risk based systems and processes are operating effectively to minimize the overall risk exposure to the Council. On a quarterly basis the headline departmental risks and planned mitigation activity from each department, project and partnership, will be discussed by CRMG and will then forward for discussion at CMT.

Cabinet

Cabinet will receive reports on the risk management strategy to determine whether corporate risks are being actively managed. They are responsible for agreeing the strategy on an annual basis, or when significant changes are made, and to report to full Council on the risk management framework.

General Purposes Committee

To provide an independent oversight of the adequacy of the risk management framework and the associated control environment. The committee will receive an annual review of internal controls and be satisfied it properly reflects the risk environment and any actions required to improve it. Reports will also be provided regarding the KSRR in order that the committee can determine whether strategic risks are being actively managed.

On an annual basis, the committee will review and recommend the adoption of the risk management strategy to cabinet, or if significant changes are identified, to request a revision.

Risk management in committee reports

When a report is submitted to a committee the author is required to complete a section on Risk Management and Health and Safety Implications. The committee should be informed of any significant risks involved in taking a recommended course of action or if it decides not to follow the recommend course of action. The risk assessment should follow the corporate procedure and scored using the risk matrix. The report should also give details of any controls proposed, or in place, to manage the significant risks identified. Where appropriate, reference should be made to any existing risk.

Report authors are advised to consult with the Business Planning team or their departmental risk champion, for further advice and to propose any risks to be considered for inclusion in the departmental or KSRR.

DRAFT MEDIUM TERM FINANCIAL STRATEGY 2014-18				
	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000
Departmental Base Budget 2013/14	151,915	151,915	151,915	151,915
Departmental Budget Changes	(7,513)	(6,600)	(5,534)	(1,220)
Departmental Re-priced Budget	144,402	145,315	146,381	150,695
Treasury items	13,854	14,727	15,499	16,806
Other Corporate items	658	(6,389)	(7,016)	(7,017)
Levies	646	646	646	646
Appropriation to/from Reserves	(167)	(5,585)	0	0
CORPORATE PROVISIONS	14,991	3,399	9,129	10,434
BUDGET REQUIREMENT	159,393	148,713	155,509	161,129
FUNDING:				
RSG - Main element	(39,334)	(28,973)	(26,836)	(24,860)
RSG - Rolled in Grants element	0	0	0	0
Estimated reduction in Grant Based on IFS	0	0	0	0
RSG - Total	(39,334)	(28,973)	(26,836)	(24,860)
Business Rates Baseline - Main element	(24,661)	(25,571)	(26,006)	(26,455)
Business Rates Baseline - Rolled in Grants element	0	0	0	0
Additional Business Rates from NNDR1	0	0	0	0
Business Rates Yield as per NNDR1	(24,661)	(25,571)	(26,006)	(26,455)
Top-Up Payment	(7,778)	(7,779)	(8,010)	(8,241)
Business Rates Funding	(32,439)	(33,350)	(34,016)	(34,696)
Sub-Total: RSG + NNDR	(71,773)	(62,323)	(60,852)	(59,556)
PFI Grant	(4,797)	(4,797)	(4,797)	(4,797)
New Homes Bonus	(2,882)	(2,487)	(2,000)	(2,000)
Collection Fund t/f of surplus/deficit - Council Tax	(3,154)	0	0	0
Collection Fund t/f of surplus/deficit - Business Rates	(600)	0	0	0
Council Tax Income	(75,070)	(75,445)	(75,822)	(76,201)
Council Tax - WPCC	(269)	(269)	(269)	(269)
Council Tax Freeze Grant 2011/12	0	0	0	0
Council Tax Freeze Grant 2013/14	0	0	0	0
Council Tax Freeze Grant 2014/15	(848)	(848)	0	0
Council Tax Freeze Grant 2015/16	0	(848)	0	0
TOTAL FUNDING	(159,392)	(147,016)	(143,739)	(142,822)
BUDGET GAP	0	1,697	11,770	18,307

Standard Subjective Analysis – The Key

Introduction

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

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

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

Glossary of the standard Subjective analysis

Details of Expenditure groups and what is included:

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

Direct employee expenses

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

Indirect employee expenses

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

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

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

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

Direct Transport costs

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

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

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

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

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

Government Grants

- Specific and special government grants

Other Reimbursements and contributions

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

Customer and Client Receipts

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

Interest

Recharges

- Value of costs recharged to internal users

Reserves

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

Departmental Budget Summaries 2014-15



2014/2015 ESTIMATES

CORPORATE SERVICES DEPARTMENT

SUMMARY: CORPORATE SERVICES DEPARTMENT

FULL TIME EQUIVALENTS

Number of FTE Staff

Number of FTE Sutton TUPE staff

2013/14	2014/15
414.0	386.1
41.6	40.6
455.6	426.7

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/14 Original Estimate £000	Inflation £000	Other Variations £000	2014/15 Estimate £000
Expenditure				
Employees	21,877	32	1,153	23,062
Premises	3,075	31	(224)	2,882
Transport	173	2	(32)	143
Supplies and Services	13,272	165	(2,428)	11,009
Third Party Payments	1,230	20	84	1,334
Transfer Payments	85,566	0	12,256	97,821
Support Services	10,041	0	0	10,041
Depreciation and Impairment Losses	1,688	0	231	1,919
GROSS EXPENDITURE	136,922	250	11,039	148,211
Income				
Government Grants	(87,328)	0	(11,973)	(99,301)
Other Reimbursements and Contributions	(2,402)	(2)	(1,739)	(4,143)
Customer and Client Receipts	(9,772)	(55)	3,648	(6,178)
Interest	0	0	0	0
Recharges	(26,890)	0	(245)	(27,135)
Reserves	0	0	0	0
GROSS INCOME	(126,392)	(56)	(10,309)	(136,757)
NET EXPENDITURE	10,529	194	731	11,454

SUMMARY: CORPORATE SERVICES DEPARTMENT

FULL TIME EQUIVALENTS
Number of FTE Staff
Number of FTE Sutton TUPE staff

2013/14	2014/15
414.0	386.1
41.6	40.6
455.6	426.7

SERVICE AREA ANALYSIS

	CHANGE BETWEEN YEARS			2014/15 Estimate £000
	2013/14 Original Estimate £000	Inflation £000	Other Variations £000	
Customer Services	1,240	2	1,330	2,573
Infrastructure & Transactions	171	76	(307)	(60)
Business Improvement	504	10	265	779
Corporate Governance	1,704	24	(26)	1,701
Resources	1,487	48	(480)	1,056
HR	140	7	(70)	77
Corporate Items	5,284	26	19	5,329
TOTAL EXPENDITURE	10,529	194	731	11,454
Contingency / Other	0	0	0	0
Capital Financing Adjustment	0	0	0	0
Levies	0	0	0	0
NET EXPENDITURE	10,529	194	731	11,454

INFRASTRUCTURE & TRANSACTIONS

The Infrastructure & Transactions Division consists of Facilities Management, IT Service Delivery, Post & Print Room and Transactional services.

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15
81.6	81.6

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/14 Original Estimate £000	Inflation £000	Other Variations £000	2014/15 Estimate £000
Expenditure				
Employees	3,304	7	(0)	3,310
Premises	2,908	28	(203)	2,733
Transport	39	1	(7)	33
Supplies and Services	2,828	42	(242)	2,627
Third Party Payments	274	3	(70)	207
Transfer Payments	0	0	0	0
Support Services	930	0	0	930
Depreciation and Impairment Losses	1,685	0	231	1,916
GROSS EXPENDITURE	11,967	80	(292)	11,755
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	(1,990)	(4)	(15)	(2,008)
Interest	0	0	0	0
Recharges	(9,807)	0	0	(9,807)
Reserves	0	0	0	0
GROSS INCOME	(11,797)	(4)	(15)	(11,815)
NET EXPENDITURE	171	76	(307)	(60)

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(327)	(1.0)
Technical adjustments	(241)	1.0
Depreciation adjustments	261	
Overheads adjustments	0	
TOTAL	(307)	0.0

CUSTOMER SERVICES

The Customer Services Division consists of: Merton Link (including the Cash Office, Translation Services and Contact Centre), Support Team, Local Taxation (including Business Rates, Baliff Team and Recovery Team), Benefits Administration, Registrars, Debt Recovery, Corporate Communications, Web Team and Consultation & Community Engagement. CHAS is now trading as a limited company and reported separately.

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15
156.2	133.2

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/14 Original Estimate £000	Inflation £000	Other Variations £000	2014/15 Estimate £000
Expenditure				
Employees	5,749	0	(748)	5,002
Premises	39	0	(19)	20
Transport	91	1	(28)	63
Supplies and Services	3,346	21	(1,920)	1,447
Third Party Payments	475	6	(20)	461
Transfer Payments	0	0	0	0
Support Services	2,753	0	0	2,753
Depreciation and Impairment Losses	3	0	0	3
GROSS EXPENDITURE	12,456	29	(2,735)	9,750
Income				
Government Grants	(1,826)	0	283	(1,543)
Other Reimbursements and Contributions	(930)	0	0	(930)
Customer and Client Receipts	(6,185)	(27)	4,027	(2,184)
Interest	0	0	0	0
Recharges	(2,275)	0	(245)	(2,520)
Reserves	0	0	0	0
GROSS INCOME	(11,216)	(27)	4,065	(7,177)
NET EXPENDITURE	1,240	2	1,330	2,573

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(213)	(4.0)
Transfer between Corporate services divisions	(100)	(2.0)
Technical adjustments	1,888	(17.0)
Depreciation adjustments	0	0
Overhead adjustments	(245)	0
TOTAL	1,330	(23.0)

BUSINESS IMPROVEMENT

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

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15
29.9	30.9

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/14 Original Estimate £000	Inflation £000	Other Variations £000	2014/15 Estimate £000
Expenditure				
Employees	1,477	0	64	1,541
Premises	0	0	0	0
Transport	3	0	0	3
Supplies and Services	639	10	206	854
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	339	0	0	339
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	2,458	10	270	2,738
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	(79)	0	(5)	(84)
Interest	0	0	0	0
Recharges	(1,875)	0	0	(1,875)
Reserves	0	0	0	0
GROSS INCOME	(1,954)	0	(5)	(1,959)
NET EXPENDITURE	504	10	265	779

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(81)	(1.0)
Transfer between Corporate services divisions	100	2.0
Technical adjustments	246	
Overheads adjustments	0	
TOTAL	265	1.0

CORPORATE GOVERNANCE

The Corporate Governance Division consists of the South London Legal Partnership, Internal Audit, Investigations, Democracy Services, Electoral Services, Information Governance and Safety Services.

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15
69.4	68.4

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/14 Original Estimate £000	Inflation £000	Other Variations £000	2014/15 Estimate £000
Expenditure				
Employees	4,441	3	2,088	6,533
Premises	9	0	1	10
Transport	29	0	5	35
Supplies and Services	1,648	25	(53)	1,620
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	705	0	0	705
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	6,832	29	2,042	8,903
Income				
Government Grants				
Other Reimbursements and Contributions	(1,472)	(2)	(1,739)	(3,212)
Customer and Client Receipts	(197)	(4)	(329)	(530)
Interest	0	0	0	0
Recharges	(3,460)		0	(3,460)
Reserves				
GROSS INCOME	(5,129)	(5)	(2,068)	(7,202)
NET EXPENDITURE	1,704	24	(26)	1,701

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(59)	(1.0)
Technical adjustments	33	
Overhead adjustments	0	
TOTAL	(26)	(1.0)

RESOURCES

The Resources Division consists of Policy & Strategy, Commercial Services, Business Planning, Accountancy and Business Partners . The Pensions service is now managed by LB Wandsworth. The costs for the directorate function are included within Resources.

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15
72.2	67.2

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/14 Original Estimate £000	Inflation £000	Other Variations £000	2014/15 Estimate £000
Expenditure				
Employees	4,030	0	(210)	3,820
Premises	103	2	0	105
Transport	4	0	0	4
Supplies and Services	4,198	61	(425)	3,834
Third Party Payments	14	0	155	169
Transfer Payments	9	0	0	9
Support Services	823	0	0	823
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	9,181	63	(480)	8,765
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	(789)	(15)	0	(804)
Interest	0	0	0	0
Recharges	(6,905)	0	0	(6,905)
Reserves	0	0	0	0
GROSS INCOME	(7,694)	(15)	0	(7,709)
NET EXPENDITURE	1,487	48	(480)	1,056

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(480)	-1.0
Technical adjustments	0	-4.0
Overheads adjustments	0	
TOTAL	(480)	-5.0

HR

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

FULL TIME EQUIVALENTS

Number of FTE Staff

Number of FTE Sutton TUPE staff

2013/14	2014/15
4.8	4.8
41.6	40.6
46.4	45.4

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/14 Original Estimate £000	Inflation £000	Other Variations £000	2014/15 Estimate £000
Expenditure				
Employees	2,220	6	(40)	2,185
Premises	17	0	(3)	15
Transport	7	0	(2)	5
Supplies and Services	210	3	5	218
Third Party Payments	255	4	0	259
Transfer Payments	0	0	0	0
Support Services	533	0	0	533
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	3,241	13	(40)	3,214
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	(533)	(6)	(30)	(569)
Interest	0	0	0	0
Recharges	(2,568)	0	0	(2,568)
Reserves	0	0	0	0
GROSS INCOME	(3,101)	(6)	(30)	(3,137)
NET EXPENDITURE	140	7	(70)	77

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(90)	(1.0)
Technical adjustments	20	
Overheads adjustments	0	
Transfer from departments	0	
TOTAL	(70)	(1.0)

CORPORATE ITEMS

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

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15
0	0

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/14 Original Estimate £000	Inflation £000	Other Variations £000	2014/15 Estimate £000
Expenditure				
Employees*	657	16	(1)	672
Premises	0	0	0	0
Transport	0	0	0	0
Supplies and Services	403	4	1	407
Third Party Payments	212	7	19	238
Transfer Payments	85,556	0	12,256	97,812
Support Services	3,958	0	0	3,958
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	90,786	26	12,275	103,087
Income				
Government Grants	(85,502)	0	(12,256)	(97,758)
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
GROSS INCOME	(85,502)	0	(12,256)	(97,758)
NET EXPENDITURE	5,284	26	19	5,329

Other Variations are analysed as follows:

Major Items	£000	fte
Savings		
Technical adjustments	19	
Overheads adjustments	0	
Shared legal services devolved budgets		
TOTAL	19	0.0

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



2014/2015 ESTIMATES

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

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

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15	DSG	LA
497.2	517.9	75.4	442.5

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/14 Estimate £000	Inflation £000	Other Variations £000	2014/15 Estimate £000	2014/15 DSG Estimate £000	2014/15 LA Estimate £000
Expenditure						
Employees	25,036	(26)	(65)	24,945	4,150	20,795
Premises	805	15	561	1,381	166	1,215
Transport	3,440	49	(149)	3,340	63	3,277
Supplies and Services	142,774	536	(5,957)	137,353	128,725	8,628
Third Party Payments	26,208	206	401	26,815	10,578	16,237
Transfer Payments	431	6	(20)	417	0	417
Support Services	4,657	0	0	4,657	138	4,519
Depreciation and Impairment Losses	4,989	0	246	5,235	0	5,235
GROSS EXPENDITURE	208,340	786	(4,983)	204,143	143,820	60,323
Income						
Government Grants	(146,458)	0	1,261	(145,197)	(140,465)	(4,732)
Other Reimbursements and Contributions	(6,999)	0	430	(6,569)	(1,160)	(5,409)
Customer and Client Receipts	(4,235)	(20)	(113)	(4,368)	(2,195)	(2,173)
Interest	(44)	0	0	(44)	0	(44)
Recharges	0	0	0	0	0	0
Reserves	108	0	(20)	88	0	88
GROSS INCOME	(157,628)	(20)	1,558	(156,090)	(143,820)	(12,270)
NET EXPENDITURE	50,712	766	(3,425)	48,053	0	48,053

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(860)	(10.6)
Overhead adjustments	0	
Depreciation adjustments	453	
Technical adjustments	(2,622)	
Revenuisation	(390)	
Transfers between departments	(6)	
TOTAL	(3,425)	(10.6)

SUMMARY: CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT**FULL TIME EQUIVALENTS**

Number of FTE Staff

2013/14	2014/15	DSG	LA
497.2	517.9	75.4	442.5

SERVICE AREA ANALYSIS

	2013/14 Estimate £000	Inflation £000	Other Variations £000	2014/15 Estimate £000	2014/15 DSG Estimate £000	2014/15 LA Estimate £000
Senior Management	1,448	12	(10)	1,450	0	1,450
Childrens Social Care	13,267	53	70	13,390	97	13,293
Commissioning, Strategy and Performance	12,645	75	134	12,854	5,123	7,731
Education	29,959	126	2,480	32,565	19,100	13,465
Schools	(15,954)	0	(3,333)	(19,287)	(24,320)	5,033
Other Childrens, Schools and Families	9,347	500	(2,766)	7,081	0	7,081
TOTAL NET EXPENDITURE	50,712	766	(3,425)	48,053	0	48,053

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

Senior Management

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

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15	DSG	LA
3.0	7.9	0.0	7.9

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/14 Estimate £000	Inflation £000	Other Variations £000	2014/15 Estimate £000	2014/15 DSG Estimate £000	2014/15 LA Estimate £000
Expenditure						
Employees	552	0	0	552	0	552
Premises	9	0	0	9	0	9
Transport	4	0	0	4	0	4
Supplies and Services	799	12	(10)	801	0	801
Third Party Payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Support Services	127	0	0	127	0	127
Depreciation and Impairment Losses	0	0	0	0	0	0
GROSS EXPENDITURE	1,491	12	(10)	1,493	0	1,493
Income						
Government Grants	0	0	0	0	0	0
Other Reimbursements and Contributions	(43)	0	0	(43)	0	(43)
Customer and Client Receipts	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	0	0	0	0	0	0
GROSS INCOME	(43)	0	0	(43)	0	(43)
NET EXPENDITURE	1,448	12	(10)	1,450	0	1,450

Other Variations are analysed as follows:

Major Items	£000	fte
Overhead adjustments	0	
Transfer between departments	0	
Shared legal services devolved budgets	0	
Technical adjustments	(10)	
TOTAL	(10)	0.0

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

Children's Social Care

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

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15	DSG	LA
198.0	208.2	2.0	206.2

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/14 Estimate £000	Inflation £000	Other Variations £000	2014/15 Estimate £000	2014/15 DSG Estimate £000	2014/15 LA Estimate £000
Expenditure						
Employees	9,331	3	279	9,613	92	9,521
Premises	121	2	0	123	0	123
Transport	191	2	(6)	187	1	186
Supplies and Services	1,204	13	(63)	1,154	4	1,150
Third Party Payments	1,844	27	(90)	1,781	0	1,781
Transfer Payments	412	6	(20)	398	0	398
Support Services	1,915	0	0	1,915	0	1,915
Depreciation and Impairment Losses	11	0	0	11	0	11
GROSS EXPENDITURE	15,029	53	100	15,182	97	15,085
Income						
Government Grants	(957)	0	(25)	(982)	0	(982)
Other Reimbursements and Contributions	(633)	0	14	(619)	0	(619)
Customer and Client Receipts	(5)	0	0	(5)	0	(5)
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	(167)	0	(19)	(186)	0	(186)
GROSS INCOME	(1,762)	0	(30)	(1,792)	0	(1,792)
NET EXPENDITURE	13,267	53	70	13,390	97	13,293

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(100)	(2.8)
Overhead adjustments	0	
Depreciation adjustments	0	
Transfer between departments	0	
Technical adjustments	170	
TOTAL	70	(2.8)

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

Commissioning, Strategy and Performance

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

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15	DSG	LA
53.845714	41.4	5.9	35.5

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/14 Estimate £000	Inflation £000	Other Variations £000	2014/15 Estimate £000	2014/15 DSG Estimate £000	2014/15 LA Estimate £000
Expenditure						
Employees	1,831	0	3	1,834	201	1,633
Premises	129	1	350	480	82	398
Transport	34	1	0	35	7	28
Supplies and Services	6,561	52	(436)	6,177	2,110	4,067
Third Party Payments	6,361	23	(334)	6,050	4,570	1,480
Transfer Payments	0	0	0	0	0	0
Support Services	389	0	0	389	34	355
Depreciation and Impairment Losses	0	0	0	0	0	0
GROSS EXPENDITURE	15,305	77	(417)	14,965	7,004	7,961
Income						
Government Grants	(640)	0	640	0	0	0
Other Reimbursements and Contributions	(74)	0	(76)	(150)	(28)	(122)
Customer and Client Receipts	(1,946)	(2)	(13)	(1,961)	(1,853)	(108)
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	0	0	0	0	0	0
GROSS INCOME	(2,660)	(2)	551	(2,111)	(1,881)	(230)
NET EXPENDITURE	12,645	75	134	12,854	5,123	7,731

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(350)	(2.0)
Overhead adjustments	0	
Transfer between departments	(1)	
Revenuisation	(390)	
Technical adjustments	875	
TOTAL	134	(2.0)

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

Education

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

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15	DSG	LA
240.2	258.2	67.5	190.7

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/14		Other	2014/15	2014/15	2014/15
	Estimate	Inflation	Variations	Estimate	DSG	LA
	£000	£000	£000	£000	Estimate	Estimate
					£000	£000
Expenditure						
Employees	10,588	1	(369)	10,220	3,270	6,950
Premises	511	12	211	734	50	684
Transport	3,212	48	(145)	3,115	55	3,060
Supplies and Services	13,005	61	245	13,311	11,471	1,840
Third Party Payments	8,983	21	(1,050)	7,954	4,651	3,303
Transfer Payments	19	0	0	19	0	19
Support Services	2,226	0	0	2,226	104	2,122
Depreciation and Impairment Losses	58	0	133	191	0	191
GROSS EXPENDITURE	38,602	143	(975)	37,770	19,601	18,169
Income						
Government Grants	(2,367)	0	2,011	(356)	(80)	(276)
Other Reimbursements and Contributions	(4,051)	0	1,544	(2,507)	(79)	(2,428)
Customer and Client Receipts	(2,225)	(17)	(100)	(2,342)	(342)	(2,000)
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	0	0	0	0	0	0
GROSS INCOME	(8,643)	(17)	3,455	(5,205)	(501)	(4,704)
NET EXPENDITURE	29,959	126	2,480	32,565	19,100	13,465

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(410)	(5.7)
Overhead adjustments	0	
Transfer between departments	(6)	
Depreciation adjustments	133	
Technical adjustments	2,763	
TOTAL	2,480	(5.7)

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

Schools

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

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15	DSG	LA
0.0	0.0	0.0	0.0

SUBJECTIVE ANALYSIS OF ESTIMATES

2013/14		Other	2014/15	2014/15	2014/15
Estimate	Inflation	Variations	Estimate	DSG	LA
£000	£000	£000	£000	Estimate	Estimate
				£000	£000
Expenditure					
Employees	625	0	(39)	586	586
Premises	34	0	0	34	34
Transport	0	0	0	0	0
Supplies and Services	120,830	0	(5,690)	115,140	115,140
Third Party Payments	0	0	1,357	1,357	1,357
Transfer Payments	0	0	0	0	0
Support Services	0	0	0	0	0
Depreciation and Impairment Losses	4,920	0	113	5,033	0
GROSS EXPENDITURE	126,409	0	(4,259)	122,150	117,117
Income					
Government Grants	(142,363)	0	1,979	(140,384)	(140,384)
Other Reimbursements and Contributions	0	0	(1,053)	(1,053)	(1,053)
Customer and Client Receipts	0	0	0	0	0
Interest	0	0	0	0	0
Recharges	0	0	0	0	0
Reserves	0	0	0	0	0
GROSS INCOME	(142,363)	0	926	(141,437)	(141,437)
NET EXPENDITURE	(15,954)	0	(3,333)	(19,287)	5,033

Other Variations are analysed as follows:

Major Items	£000	fte
Depreciation adjustments	320	
Technical adjustments	(3,653)	
TOTAL	(3,333)	0.0

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

Other Children Schools and Families Budgets

This budget covers residual schools retained budgets, asylum seeker costs, past and present pension and redundancy costs and PFI unitary charges.

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15	DSG	LA
2.2	2.2	0.0	2.2

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/14 Estimate £000	Inflation £000	Other Variations £000	2014/15 Estimate £000	2014/15 DSG Estimate £000	2014/15 LA Estimate £000
Expenditure						
Employees	2,109	(30)	61	2,140	0	2,140
Premises	0	0	0	0	0	0
Transport	0	0	0	0	0	0
Supplies and Services	377	396	(2)	771	0	771
Third Party Payments	9,019	135	519	9,673	0	9,673
Transfer Payments	0	0	0	0	0	0
Support Services	0	0	0	0	0	0
Depreciation and Impairment Losses	0	0	0	0	0	0
GROSS EXPENDITURE	11,505	501	578	12,584	0	12,584
Income						
Government Grants	(130)	0	(3,344)	(3,474)	0	(3,474)
Other Reimbursements and Contributions	(2,198)	0	0	(2,198)	0	(2,198)
Customer and Client Receipts	(60)	(1)	0	(61)	0	(61)
Interest	(44)	0	0	(44)	0	(44)
Recharges	0	0	0	0	0	0
Reserves	274	0	0	274	0	274
GROSS INCOME	(2,158)	(1)	(3,344)	(5,503)	0	(5,503)
NET EXPENDITURE	9,347	500	(2,766)	7,081	0	7,081

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	0	
Overhead adjustments	0	
Technical adjustments	(2,766)	
TOTAL	(2,766)	0.0



2014/2015 ESTIMATES

ENVIRONMENT AND REGENERATION DEPARTMENT

SUMMARY: ENVIRONMENT & REGENERATION**FULL TIME EQUIVALENTS**

Number of FTE Staff

2013/14	2014/15
655.6	641.2

SERVICE AREA ANALYSIS

Street Scene and Waste

Public Protection and Development

Sustainable Communities

Safer Merton

Senior Management and Support

TOTAL EXPENDITURE

CHANGE BETWEEN YEARS			
2013/2014 Original Estimate £000	Inflation £000	Other Variations £000	2014/2015 Estimate £000
27,310	322	(2,549)	25,083
(4,794)	20	(629)	(5,403)
1,945	43	(206)	1,782
1,316	5	29	1,350
(0)	1	(197)	(196)
25,777	391	(3,552)	22,616

ENVIRONMENT AND REGENERATION DEPARTMENT

Departmental Summary

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15
655.6	641.2

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/2014 Original Estimate £000	Inflation £000	Other Variations £000	2014/2015 Estimate £000
Expenditure				
Employees	22,314	107	(802)	21,619
Premises	3,329	30	108	3,467
Transport	5,882	37	2,219	8,138
Supplies and Services	3,811	48	87	3,946
Third Party Payments	13,384	169	(2,935)	10,618
Transfer Payments	21	0	(5)	16
Support Services	9,606	0	0	9,606
Depreciation and Impairment Losses	6,588	0	746	7,334
GROSS EXPENDITURE	64,935	391	(582)	64,744
Income				
Government Grants	(424)	0	(146)	(570)
Other Reimbursements and Contributions	(2,587)	0	(929)	(3,516)
Customer and Client Receipts	(30,758)	0	(2,373)	(33,131)
Interest	0	0	0	0
Recharges	(4,325)	0	0	(4,325)
Reserves	(1,063)	0	478	(585)
GROSS INCOME	(39,158)	0	(2,970)	(42,128)
NET EXPENDITURE	25,777	391	(3,552)	22,616

Other variations are analysed as follows:

Major Items	£000	fte
Savings	(3,673)	(8.2)
Depreciation adjustments	717	
Technical adjustments	(597)	(6.0)
TOTAL	(3,553)	(14.2)

ENVIRONMENT AND REGENERATION DEPARTMENT

Street Scene and Waste: Traffic and Highway Services, Transport Services, Waste Management and Operations.

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15
361.0	353.4

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/2014 Original Estimate £000	Inflation £000	Other Variations £000	2014/2015 Estimate £000
Expenditure				
Employees	10,917	105	(301)	10,721
Premises	1,532	18	20	1,570
Transport	5,386	30	2,209	7,625
Supplies and Services	1,183	13	236	1,432
Third Party Payments	10,491	156	(2,644)	8,003
Transfer Payments	2	0	0	2
Support Services	4,780	0	0	4,780
Depreciation and Impairment Losses	5,818	0	619	6,437
GROSS EXPENDITURE	40,109	322	139	40,570
Income				
Government Grants	0	0	(288)	(288)
Other Reimbursements and Contributions	(625)	0	(1,086)	(1,711)
Customer and Client Receipts	(10,553)	0	(1,314)	(11,867)
Recharges	(1,621)	0	0	(1,621)
Reserves	0	0	0	0
GROSS INCOME	(12,799)	0	(2,688)	(15,487)
NET EXPENDITURE	27,310	322	(2,549)	25,083

Other variations are analysed as follows:

Major Items	£000	fte
Savings	(2,793)	(4.0)
Depreciation adjustments	618	
Technical Adjustments	(375)	
TOTAL	(2,550)	(4.0)

ENVIRONMENT AND REGENERATION DEPARTMENT

Public Protection & Development: Consumer and Business Protection, Environmental Health, Development Control, Building Control, Parking Control.

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15
146.0	137.2

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/2014 Original Estimate £000	Inflation £000	Other Variations £000	2014/2015 Estimate £000
Expenditure				
Employees	5,559	0	(431)	5,128
Premises	676	2	13	691
Transport	229	3	(7)	225
Supplies and Services	589	10	70	669
Third Party Payments	323	5	(2)	326
Transfer Payments	2	0	0	2
Support Services	1,743	0	0	1,743
Depreciation and Impairment Losses	56	0	20	76
GROSS EXPENDITURE	9,177	20	(337)	8,860
Income				
Government Grants	(48)	0	48	(0)
Other Reimbursements and Contributions	(199)	0	61	(138)
Customer and Client Receipts	(13,619)	0	(400)	(14,019)
Recharges	0	0	0	0
Reserves	(104)	0	(1)	(105)
GROSS INCOME	(13,970)	0	(292)	(14,262)
NET EXPENDITURE	(4,794)	20	(629)	(5,403)

Other variations are analysed as follows:

Major Items	£000	fte
Savings	(518)	(3.0)
Depreciation adjustments	21	
Technical Adjustments	(132)	(6.0)
TOTAL	(629)	(9.0)

ENVIRONMENT AND REGENERATION DEPARTMENT

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

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15
113.0	118.1

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/2014 Original Estimate £000	Inflation £000	Other Variations £000	2014/2015 Estimate £000
Expenditure				
Employees	4,128	2	119	4,249
Premises	1,116	10	75	1,201
Transport	259	4	17	280
Supplies and Services	1,634	21	(37)	1,618
Third Party Payments	1,003	6	(273)	736
Transfer Payments	17	0	(5)	12
Support Services	2,637	0	0	2,637
Depreciation and Impairment Losses	611	0	72	683
GROSS EXPENDITURE	11,404	43	(32)	11,415
Income				
Government Grants	(59)	0	7	(52)
Other Reimbursements and Contributions	(223)	0	25	(198)
Customer and Client Receipts	(6,580)	0	(659)	(7,239)
Recharges	(1,663)	0	0	(1,663)
Reserves	(933)	0	453	(480)
GROSS INCOME	(9,459)	0	(174)	(9,633)
NET EXPENDITURE	1,945	43	(206)	1,782

Other variations are analysed as follows:

Major Items	£000	fte
Savings	(338)	(1.2)
Depreciation adjustments	43	
Technical Adjustments	89	
TOTAL	(206)	(1.2)

ENVIRONMENT AND REGENERATION DEPARTMENT

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

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15
25.0	22.0

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/2014 Original Estimate £000	Inflation £000	Other Variations £000	2014/2015 Estimate £000
Expenditure				
Employees	1,012	0	(171)	841
Premises	5	0	0	5
Transport	7	0	0	7
Supplies and Services	179	3	(3)	179
Third Party Payments	1,568	2	(16)	1,554
Transfer Payments	0	0	0	0
Support Services	331	0	0	331
Depreciation and Impairment Losses	104	0	35	139
GROSS EXPENDITURE	3,204	5	(155)	3,054
Income				
Government Grants	(317)	0	87	(230)
Other Reimbursements and Contributions	(1,539)	0	71	(1,468)
Customer and Client Receipts	(6)	0	0	(6)
Recharges	0	0	0	0
Reserves	(26)	0	26	0
GROSS INCOME	(1,888)	0	184	(1,704)
NET EXPENDITURE	1,316	5	29	1,350

Other variations are analysed as follows:

Major Items	£000	fte
Saving	(3)	
Depreciation adjustments	35	
Technical Adjustments	(3)	
TOTAL	29	0.0

ENVIRONMENT AND REGENERATION DEPARTMENT

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

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15
10.6	10.6

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/2014 Original Estimate £000	Inflation £000	Other Variations £000	2014/2015 Estimate £000
Expenditure				
Employees	698	0	(18)	680
Premises	0	0	0	0
Transport	0	0	0	0
Supplies and Services	226	1	(179)	48
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	116	0	0	116
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	1,041	1	(197)	845
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Recharges	(1,041)	0	0	(1,041)
Reserves	0	0	0	0
GROSS INCOME	(1,041)	0	0	(1,041)
NET EXPENDITURE	(0)	1	(197)	(196)

Other variations are analysed as follows:

Major Items	£000	fte
Saving	(21)	
Technical adjustments	(176)	
TOTAL	(197)	0



2014/2015 ESTIMATES

COMMUNITY AND HOUSING DEPARTMENT

COMMUNITY AND HOUSING DEPARTMENT Total

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

FULL TIME EQUIVALENTS

Number of FTE Staff

Number of FTE PCT TUPE staff

	2013/14	2014/15
Number of FTE Staff	524.71	531.99
Number of FTE PCT TUPE staff	19.88	19.09

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/14 Original Estimate £000	Inflation £000	Other Variations £000	2014/15 Estimate £000
Expenditure				
Employees	19,500	15	(351)	19,164
Premises	1,058	16	(17)	1,057
Transport	1,415	21	9	1,445
Supplies and Services	4,824	62	(443)	4,443
Third Party Payments	41,939	637	(1,845)	40,731
Transfer Payments	13,030	0	(3,541)	9,489
Support Services	8,538	0	(534)	8,004
Depreciation and Impairment Losses	725	0	14	739
GROSS EXPENDITURE	91,029	751	(6,708)	85,072
Income				
Government Grants	(2,802)	0	(197)	(2,999)
Other Reimbursements and Contributions	(10,135)	(198)	3,815	(6,518)
Customer and Client Receipts	(11,277)	(5)	(1)	(11,283)
Interest	0	0	0	0
Recharges	(3,317)	0	493	(2,824)
Reserves	(25)	0	(52)	(77)
GROSS INCOME	(27,556)	(203)	4,058	(23,701)
NET EXPENDITURE	63,473	548	(2,650)	61,371

Other Variations are analysed as follows:

Major Items	£000	fte
Current Year savings	(2,465)	0.00
Previous years savings	0	0
Previous years growth	1,436	0
Overheads adjustments	0	0
Depreciation adjustments	14	0
Rebasing of Income	0	0
Technical adjustments	95	0
Transfers between departments	325	6.03
Grants	26	0
Other	(2,081)	0.00
TOTAL	(2,650)	6.03

COMMUNITY AND HOUSING DEPARTMENT Adult Education

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

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15
31.36	28.36

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/14 Original £000	Inflation £000	Other Variations £000	2014/15 Estimate £000
Expenditure				
Employees	1,813	0	(166)	1,647
Premises	141	2	2	145
Transport	3	0	(0)	3
Supplies and Services	334	5	(2)	337
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	286	0	0	286
Depreciation and Impairment Losses	96	0	1	97
GROSS EXPENDITURE	2,673	7	(165)	2,515
Income				
Government Grants	(1,873)	0	0	(1,873)
Other Reimbursements and Contributions	(3)	0	3	0
Customer and Client Receipts	(624)	0	(3)	(627)
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
GROSS INCOME	(2,500)	0	0	(2,500)
NET EXPENDITURE	173	7	(165)	15

Other Variations are analysed as follows:

Major Items	£000	fte
Current Year savings	(176)	
Previous years savings	0	
Previous years growth	0	
Overheads adjustments	0	
Depreciation adjustments	1	
Rebasing of Income	0	
Technical adjustments	(1)	
Transfers between departments	0	
Grants	0	
Other	11	
TOTAL	(165)	0.00

COMMUNITY AND HOUSING DEPARTMENT

Library & Heritage Services

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

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15
43.20	47.10

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/14 Original Estimate £000	Inflation £000	Other Variations £000	2013/14 Estimate £000
Expenditure				
Employees	1,319	0	13	1,332
Premises	418	6	(24)	400
Transport	3	0	(0)	3
Supplies and Services	618	9	(43)	584
Third Party Payments	66	1	(1)	66
Transfer Payments	0	0	0	0
Support Services	814	0	0	814
Depreciation and Impairment Losses	553	0	13	566
GROSS EXPENDITURE	3,791	16	(42)	3,765
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	(120)	0	6	(114)
Customer and Client Receipts	(343)	(4)	14	(333)
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	(25)	0	25	0
GROSS INCOME	(488)	(4)	45	(447)
NET EXPENDITURE	3,303	12	3	3,318

Other Variations are analysed as follows:

Major Items	£000	fte
Current Year savings	(10)	
Previous years savings	0	
Previous years growth	0	
Overheads adjustments	0	
Depreciation adjustments	13	
Rebasing of Income	0	
Technical adjustments	(23)	
Transfers between departments	0	
Grants	0	
Other	23	
TOTAL	3	0.00

COMMUNITY AND HOUSING DEPARTMENT
Housing General Fund

Housing Needs and Enabling Service

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15
25.5	32.5

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/14 Original Estimate £000	Inflation £000	Other Variations £000	2014/15 Estimate £000
Expenditure				
Employees	962	0	347	1,309
Premises	1	0	37	38
Transport	18	0	10	28
Supplies and Services	190	3	18	211
Third Party Payments	909	14	231	1,154
Transfer Payments	480	0	(142)	338
Support Services	230	0	(0)	230
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	2,790	17	501	3,308
Income				
Government Grants	(798)	0	(171)	(969)
Other Reimbursements and Contributions	0	0	(5)	(5)
Customer and Client Receipts	(34)	(1)	(62)	(97)
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	(77)	(77)
GROSS INCOME	(832)	(1)	(315)	(1,148)
NET EXPENDITURE	1,958	16	186	2,160

Other Variations are analysed as over leaf:

Other Variations are analysed as follows:

Major Items	£000	fte
Current Year savings	(92)	
Previous years savings	0	
Growth	0	
Overheads adjustments	0	
Depreciation adjustments	0	
Rebasing of Income	0	
Technical adjustments	0	
Transfers between departments	270	6.03
Grants	0	
Other	8	
TOTAL	186	6.03

NB: The financial information included above is the latest available but may change as the budget process develops and more up to date details become available.

COMMUNITY AND HOUSING DEPARTMENT Adult Social Care

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

FULL TIME EQUIVALENTS

	2013/14	2014/15
Number of FTE Staff	424.65	424.00
Number of FTE PCT TUPE staff	19.88	19.09

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/14 Original Estimate £000	Inflation £000	Other Variations £000	2014/15 Estimate £000
Expenditure				
Employees	15,405	15	(544)	14,876
Premises	500	8	(34)	474
Transport	1,390	21	0	1,411
Supplies and Services	3,682	45	(416)	3,311
Third Party Payments	40,964	622	(2,075)	39,511
Transfer Payments	12,550	0	(3,399)	9,151
Support Services	7,208	0	(534)	6,674
Depreciation and Impairment Losses	76	0	0	76
GROSS EXPENDITURE	81,775	711	(7,002)	75,484
Income				
Government Grants	(131)	0	(26)	(157)
Other Reimbursements and Contributions	(10,012)	(198)	3,811	(6,399)
Customer and Client Receipts	(10,276)	0	50	(10,226)
Interest	0	0	0	0
Recharges	(3,317)	0	493	(2,824)
Reserves	(0)	0	0	0
GROSS INCOME	(23,736)	(198)	4,328	(19,606)
NET EXPENDITURE	58,039	513	(2,674)	55,878

Other Variations are analysed as follows:

Major Items	£000	fte
Current Year savings	(2,187)	
Previous years savings	0	
Growth	1,436	
Overheads adjustments	0	
Depreciation adjustments	0	
Rebasing of Income	0	
Technical adjustments	119	
Transfers between departments	55	
Grants	26	
Other	(2,123)	
TOTAL	(2,674)	0.00

COMMUNITY AND HOUSING DEPARTMENT
Public Health

This area includes all Public Health responsibilities .

FULL TIME EQUIVALENTS

Number of FTE Staff

Number of FTE PCT TUPE staff

2013/14	2014/15
9.00	10.71
0.00	0.00

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/14 Original Estimate £000	Inflation £000	Other Variations £000	2014/15 Estimate £000
Expenditure				
Employees	569	0	108	677
Premises	0	0	0	0
Transport	6	0	0	6
Supplies and Services	4,227	0	0	4,227
Third Party Payments	4,086	0	143	4,229
Transfer Payments	0	0	0	0
Support Services	97	0	0	97
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	8,985	0	251	9,236
Income				
Government Grants	(8,985)	0	(251)	(9,236)
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	(0)	0	0	(0)
GROSS INCOME	(8,985)	0	(251)	(9,236)
NET EXPENDITURE	(0)	0	0	(0)

Other Variations are analysed as follows:

Major Items	£000	fte
Current Year savings		
Previous years savings		
Growth		
Overheads adjustments		
Depreciation adjustments		
Rebasing of Income		
Technical adjustments		
Transfers between departments		
Grants		
Other		1.71
TOTAL	0	1.71

Glossary of Terms & List of Acronyms

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

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

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

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

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

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

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

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

<u>BUSINESS PLAN - GLOSSARY OF TECHNICAL TERMS ARISING FROM BUSINESS RATE RETENTION SCHEME</u>
<p>Aggregate start-up funding assessment This is the total amount of funding that has been allocated to the local government sector in 2013-14. It is the adjusted local government spending control total for 2013-14.</p>
<p>Baseline funding level The amount of a local authority's <i>start up funding assessment</i> which is provided through the <i>local share</i> of the estimated business rates aggregate at the outset of the scheme. It will form the baseline against which <i>tariffs</i> and <i>top-ups</i> will be calculated.</p>
<p>Billing authority A local authority which bills and collects business rates, for example a district council or unitary council.</p>
<p>Billing authority business rates baseline Determined by dividing the <i>local share</i> of the estimated business rates aggregate between billing authorities on the basis of their <i>proportionate shares</i>.</p>
<p>Central share The percentage share of locally collected business rates that will be paid to central government by billing authorities. This will be set at 50 per cent. The <i>central share</i> will be re-distributed to local government through grants including the <i>Revenue Support Grant</i>.</p>
<p>Efficiency Support Grant A grant awarded to local authorities who, in 2013-14 and 2014-15, would otherwise see a reduction of more than 8.8 per cent of their revenue spending power.</p>
<p>Estimated Business Rates Aggregate The total business rates forecast to be collected by all billing authorities in England. This will include two adjustments, one to address volatility in outturn compared to forecast and the other to cover future appeals losses.</p>
<p>Floor damping A method by which stability in funding is maintained through limiting the effect of reductions in grant. A floor guarantees a lower limit to year-on-year reductions in grant for each authority. The grant changes of authorities whose grants are above the floor are scaled back by a fixed proportion to help pay for the floor.</p>
<p>Formula funding This refers to the element of the aggregate start-up funding assessment that used to be funded through formula grant and which is distributed according to a mathematical formula to individual local authorities.</p>

BUSINESS PLAN - GLOSSARY OF TECHNICAL TERMS ARISING FROM BUSINESS RATE RETENTION SCHEME Continued ...

Individual authority business rates baseline

Derived by apportioning the *billing authority business rates baseline* between billing and major precepting authorities on the basis of *major precepting authority shares*.

Individual authority start-up funding assessment

Referred to as start-up funding allocation in the technical consultation paper. A local authority's share of the *local government spending control total* which will comprise its *Revenue Support Grant* for the year in question and its *baseline funding level*.

Levy

A mechanism to limit disproportionate benefit from increase in business rates. The levy is applied proportionally on a 1:1 basis. Thus a 1 per cent increase in business rates income produces a corresponding 1 per cent increase in revenue from the rates retention scheme. There is a limit on the maximum levy rate of 50p in the pound. Levy payments will be used to fund the safety net.

Local government spending control total

The total amount of expenditure in the Department for Communities and Local Government's Local Government Departmental Expenditure Limit allocated to the local government sector by HM Treasury for each year of a Spending Review. For 2013-14, this is equal to the start-up funding assessment.

Local share

The percentage share of locally collected business rates that will be retained by local government. This will be set at 50 per cent. At the outset, the *local share* of the estimated business rates aggregate will be divided between billing authorities on the basis of their *proportionate shares*.

Major precepting authority

A local authority that does not collect business rates but is part of the business rates retention scheme. They are county councils in two tier areas, single purpose fire and rescue authorities and the Greater London Authority.

Major precepting authority shares

Used to establish the proportion of the *local share* that is paid by a billing authority to its major precepting authorities. Also applied to *billing authority business rates baselines* to establish *individual authority business rates baselines* for both billing and major precepting authorities.

Multiplier

The business rates multiplier when multiplied by the rateable value of a property determines a ratepayer's business rate bill. There are two multipliers – one for small businesses and one for larger businesses. These are set nationally. The small business multiplier is updated annually by the retail prices index (although exceptionally a lesser increase may be imposed) and the other multiplier adjusted accordingly. There will be no change to the way in which multipliers are set as a result of the introduction of the business rates retention scheme.

BUSINESS PLAN - GLOSSARY OF TECHNICAL TERMS ARISING FROM BUSINESS RATE RETENTION SCHEME Continued ...	
New Burdens	The Government uses the New Burdens Assessment to keep pressure on council tax bills to a minimum. It requires all government departments to justify why new duties, powers, targets and other bureaucratic burdens should be placed on local authorities, as well as how much these policies and initiatives will cost and where the money will come from to pay for them.
National Non-Domestic Rates 1 Form (NNDR1)	The form submitted by 31 January by a billing authority to its major precepting authority and central government to provide an estimate of its business rate income for the upcoming financial year.
Proportionate Share	This is the percentage of the national business rates yield which a billing authority has collected - on the basis of the average rates collected by authorities over the two years 2010-11 and 2011-12. This percentage will be applied to the <i>local share</i> of the estimated business rates aggregate to determine the <i>billing authority business rates baseline</i> .
Rate reliefs	The rating system currently provides mandatory relief to charities and other categories of ratepayer (e.g. certain rural ratepayers) and permits authorities to grant discretionary relief to other rate payers. There will be no changes to the terms of existing mandatory and discretionary reliefs for businesses as a result of the introduction of the business rates retention scheme.
Relative Needs Formulae	These are the first stage in the calculation the Government uses to distribute formula funding.
Reset	New <i>baseline funding levels</i> , new <i>individual authority business rates baselines</i> (and therefore new <i>tariffs</i> or <i>top-ups</i>) are set for each authority to take account of changes in relative need and resource.
Reset period	The years between <i>resets</i> in which local authorities are able to retain (after taking into account the <i>levy</i> and payments owing to relevant shares) the growth in business rates income. It is the Government's intention that the initial <i>reset period</i> will run from 2013 to 2020, and thereafter for ten years.
Revenue Support Grant	All authorities will receive <i>Revenue Support Grant</i> from central government in addition to its <i>baseline funding level</i> . An authority's <i>Revenue Support Grant</i> amount plus its <i>baseline funding level</i> will together comprise its <i>start-up funding assessment</i> .
Ring-fenced grant	A grant paid to local authorities which has conditions attached to it, which restrict the purposes for which it may be spent.

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

BUSINESS PLAN - GLOSSARY OF TECHNICAL TERMS ARISING FROM BUSINESS RATE RETENTION SCHEME Continued ...

Top-up payment

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

Transitional protection payment

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

BUSINESS PLAN – LIST OF ACRONYMS

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

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

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

Council Tax Base 2014/15

1. INTRODUCTION

- 1.1 The council tax base is the measure of the number of dwellings to which council tax is chargeable in an area or part of an area. The Council Tax base is calculated using the properties from the Valuation List together with information held within Council Tax records. The properties are adjusted to reflect the number of properties within different bands in order to produce the Council Tax Base (Band D equivalent). This will be used to set the Council Tax at Band D for 2014/15. The Council is required to determine its Council Tax Base by 31 January 2014.
- 1.2 In 2013/14 the Council Tax Base calculation was affected by the introduction of the new local council tax support scheme and technical reforms to council tax. On 30 November 2012, new regulations set out in the Local Authorities (Calculation of council Tax Base) Regulations 2012 (SI 2012:2914) came into force. These regulations ensured that new local council tax support schemes, implemented under the Local Government Finance Act 2012, were fully reflected in the council tax base for all authorities.

2. CALCULATING THE COUNCIL TAX BASE FOR 2014/15

- 2.1 Under the regulations, the council tax base is the aggregate of the relevant amounts calculated for each valuation band multiplied by the authority's estimated collection rate for the year.
- 2.2 The relevant amounts are calculated as
- number of chargeable dwellings in each band shown on the valuation list on a specified day of the previous year,
 - adjusted for the number of discounts, and reductions for disability, that apply to those Dwellings
- 2.3 All authorities notify the DCLG of their unadjusted Council Tax Base using a CTB Form and the deadline for return was 18 October 2013 and Merton met this deadline.
- 2.4 The CTB form for 2014/15 includes the latest details about the Council Tax Support Scheme and the technical reforms which impacted on discounts and exemptions. Last year this information was not available at the time the CTB form was submitted.

2.5 Current Council Tax Base

2.5.1 The Council Tax Base calculation for 2013/14 is set out below:-

	Council Tax Base 2013/14
Council Tax Base (CTB Form – Original methodology)	78,270.9
Less: Reduction in CT Base for CT Reduction Scheme	(9,981.8)
Add: Increase for Technical Reform Adjustments	1,121.5
Total of relevant amounts (A)	69,410.6
Total of relevant amounts (A)	69,410.6
Authority's estimate of collection rate (B)	96.5%
Council Tax Base 2013/14	66,981.2

2.5.2 There is a separate council tax base for those properties within the area covered by Wimbledon and Putney Commons Conservators. For 2013/14 the Council Tax Base for WPCC is 9,645.2. The Conservators use this, together with the Council Tax bases from RB Kingston, and Wandsworth to calculate the levy which is charged each year.

2.6 Assumptions in the MTFS

2.6.1 In producing a forecast of council tax yield in future years, there are two key variables to be considered:-

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

2.6.2 The draft MTFS reported to Cabinet assumes that the Council Tax Base increases 0.5% per year and that the collection rate is 97% in each of the years.

2.6.3 For 2014/15, the MTFS includes Council Tax income of £75.250m including the Wimbledon and Putney Common Conservators element, which is based on an estimated Council Tax Base of 68,003.2 and an average Band D council tax of £1,106.56.

2.7 Information from the October 2013 Council Tax Base Return

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

2.7.2 The information in the CTB returns has been used to calculate the council tax bases and these are summarised in the following table compared to 2013/14:-

Council Tax Base	2013/14	2014/15	Change
			%
Whole Area	66,981.2	68,087.4	1.65
Wimbledon & Putney Common Conservators	9,645.2	10,708.8	11.03

3. IMPLICATIONS FOR COUNCIL TAX YIELD 2014/15

3.1 Assuming that council tax charges remain as for 2013/14 the estimated income compared to 2013/14 and the current assumption in the MTFS are summarised in the following table:-

Council Tax: Whole area	2013/14	2014/15 MTFS Council 6/3/13	2014/15 MTFS Cabinet 21/10/13	2014/15 Based on CTB Return
Tax Base	66,981.2	66,981.2	68,003.2	68,087.4
Band D Council Tax	£1,102.55	£1,102.55	£1,102.55	£1,102.55
Estimated Yield	£73.85m	£73.85m	£74.98m	£75.07m
Change: 13/14 – latest 14/15				+ £1.22m
Change: Council–latest 14/15				+ £1.22m
Change: Cabinet-latest 14/15				+ £0.09m

A 1% change in council tax changes yield by approximately £0.750m.

3.2 Analysis of changes in yield 2013/14 to latest 2014/15

3.2.1 There are a number of reasons for the change in estimated yield between 2013/14 and the latest estimate based on the CTB data.

3.2.2 Over this period the Council Tax Base increased by 1,106.2 from 66,981.2 to 68,087.4 which multiplied by the Band D Council Tax of £1,102.55 results in additional yield of £1.2m.

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

a) Change in collection rate from 96.5% to 97%

This increases the Council Tax Base by about 350 per year and equates to additional yield of approximately £0.39m.

b) Number of Chargeable Dwellings and Exempt Dwellings

Between years the number of properties increased by 442 from 81,799 to 82,241 and the number of exempt dwellings reduced by 850 from 1,799 to 949. This means that the number of chargeable dwellings increased by 1,292 between years. Based on a full charge, this equates to additional council tax of £1.42m

c) Amount of Council Tax Support Reduction

In 2013/14 there was a reduction of 9,981.8 to the Council Tax Base for the council tax support reduction. This has increased to 10,309.3 in 2014/15 which is a drop of 327.5 and equates to council tax loss of about £0.36m.

d) Changes in Discounts and Exemptions

Overall, the level of discounts and exemptions in the 2014/15 calculation is less than assumed in 2013/14 resulting in a reduction of about 263 in the council tax base which reduces yield by around £0.29m

e) Summary

The following puts the individual elements together to show how the potential council tax yield changes between 2013/14 and 2014/15:-

	Approx. Change in Council Tax Base	Approx. Change in Council Tax yield
		£m
Increase Collection Rate: 96.5% to 97%	350	0.39
Increase in number of chargeable dwellings	1,292	1.42
Change in Council Tax Support Reductions	(328)	(0.36)
Change in discounts and exemptions	(263)	(0.29)
Balance due to changes in distribution etc.	55	0.06
Total	1,106	1.22

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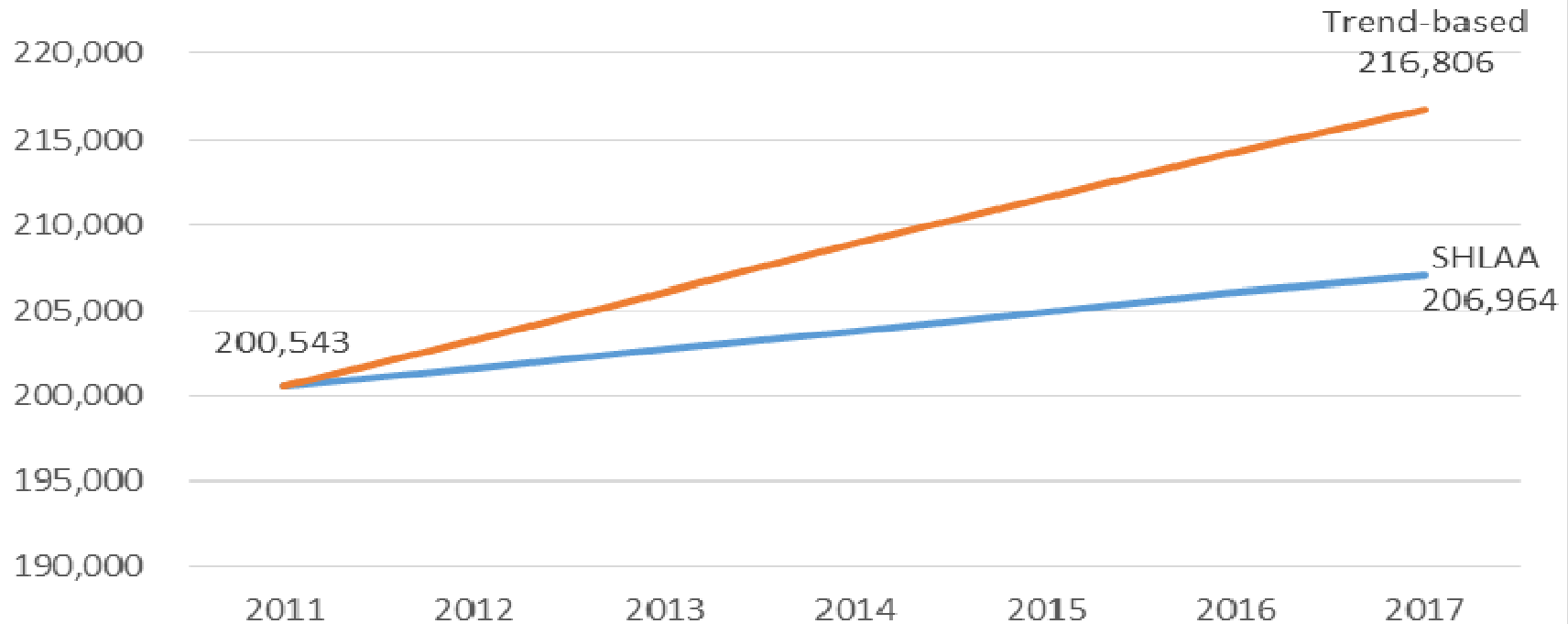
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Demographic forecasts and implications for services

Yvette Stanley, Director of Children, Schools and Families

An increasing population

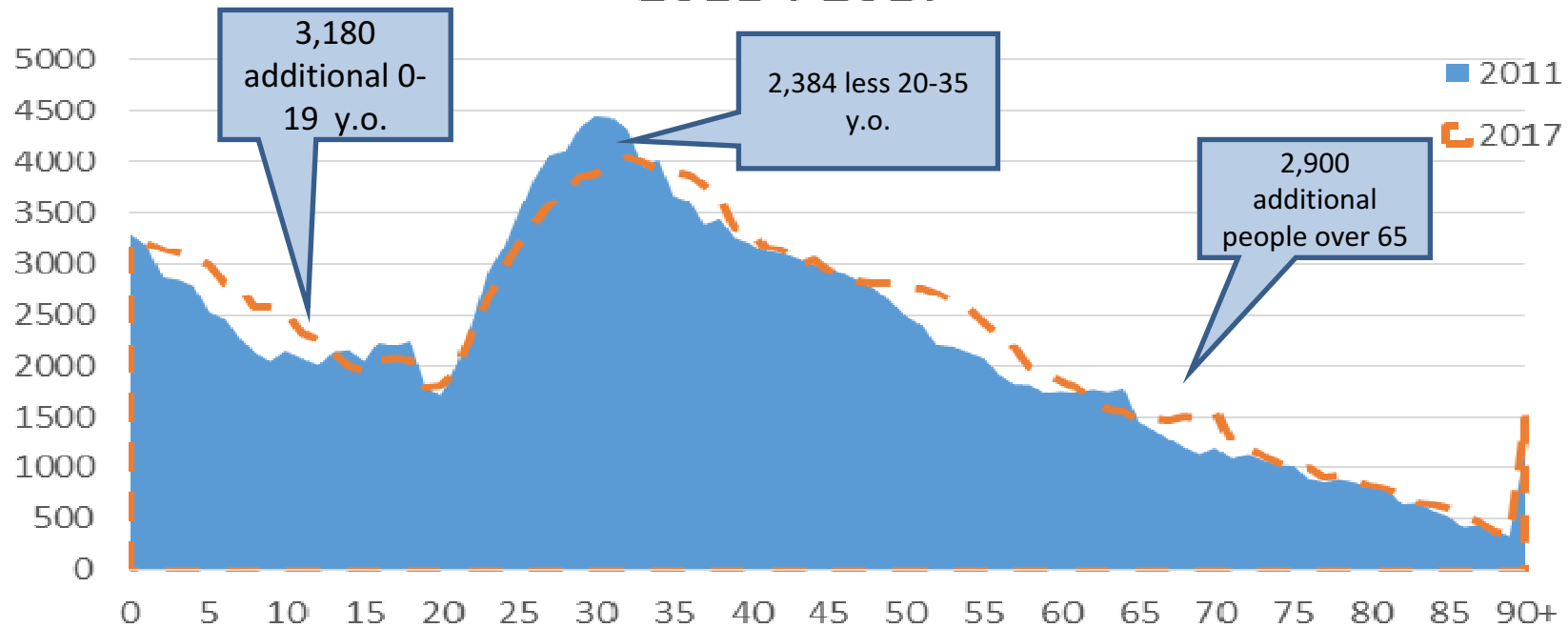
Total Population
2011 v 2017



- The GLA forecasts that Merton’s population will increase between 6,000 and 16,000 people by 2017. This is a growth of between 3% and 8% using the SHLAA and Trend-based models respectively.
- Whilst slightly lower than the rest of London this increase will increase demand generally on public services and infrastructure in the borough.
- We also specifically anticipate increased pressure on universal, enhanced and specialist children's services provided by the Council and partners

Merton's changing age profile

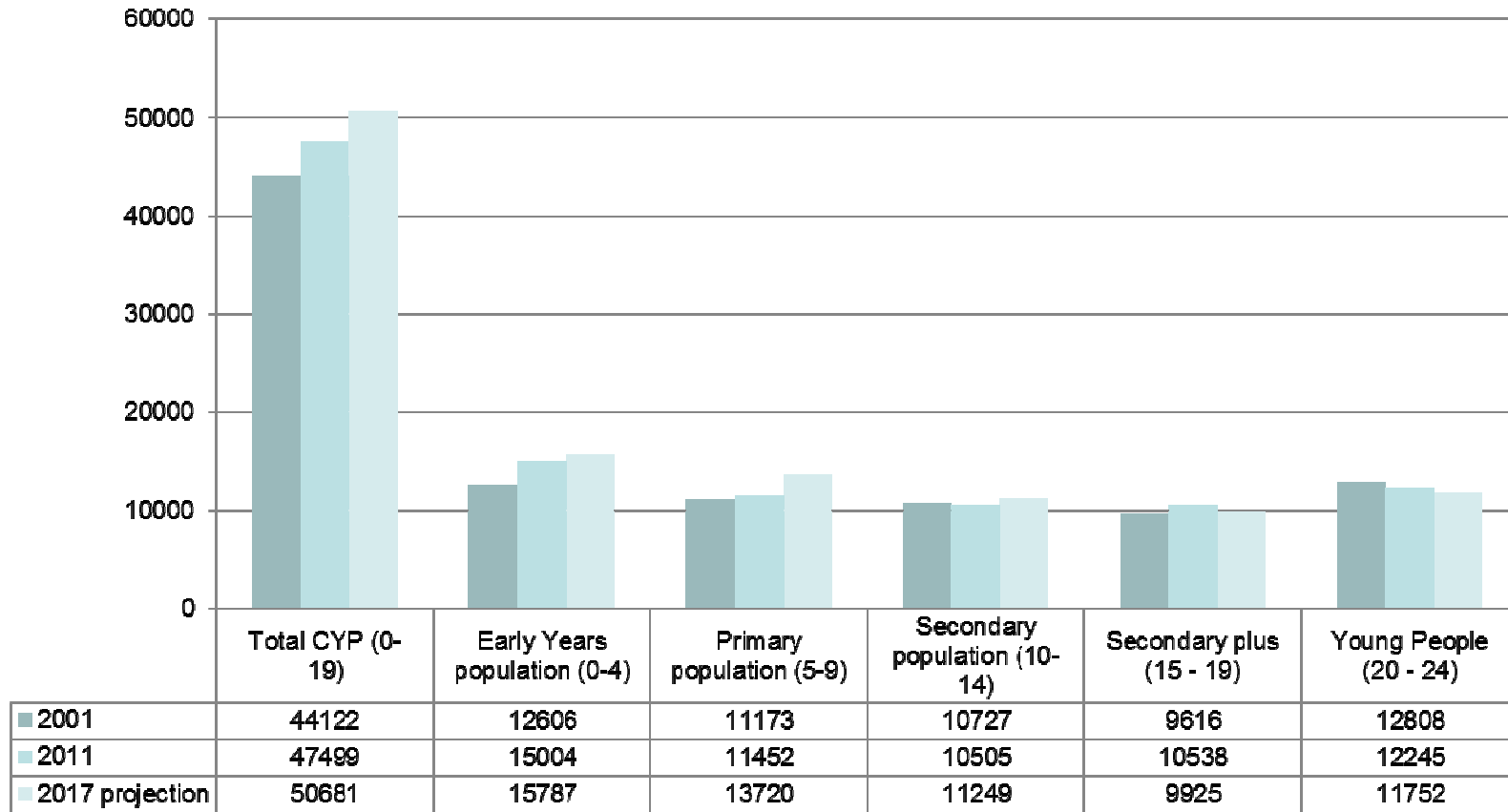
Age Structure
2011 v 2017



- A significant feature of Merton's population in 2017 is the changing age profile of the borough's residents.
- The number of children and young people aged 0-19 is forecast to increase by around 3,500 (3%) over this period. In particular, there is forecast to be an increase of 2,300 (20.3%) in the number of children aged 5 to 9.
- It is notable that the 20 to 35 age group is forecast to fall by 2017, perhaps reflecting the lack of affordable housing in the borough.
- There is also forecast to be an increase of 2,900 people (11%) in the over 65 age group with an increase of around 1,500 in the over 90 age group. These changes are likely to result in demand pressures in three key areas of service provision – education, children's social care and adult social care.

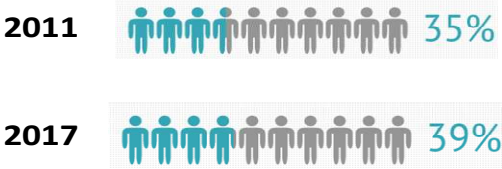
Merton CYP (0-24) population 2001 – 2017

GLA 2012 SHLAA



- The increase in the 0-4 age group will increase demand for affordable childcare and nursery provision.
- The rapid increase in the primary school age group will increase demand for primary places and subsequently for secondary places.
- The demand for SEN provision will also increase.

Increasingly diverse



Proportion of BME residents

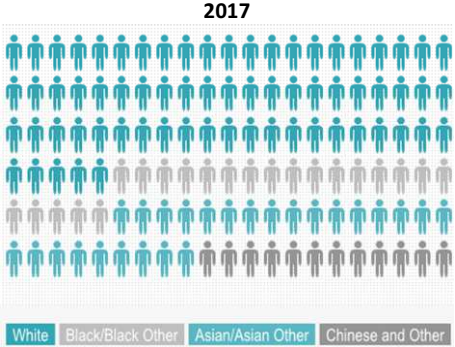
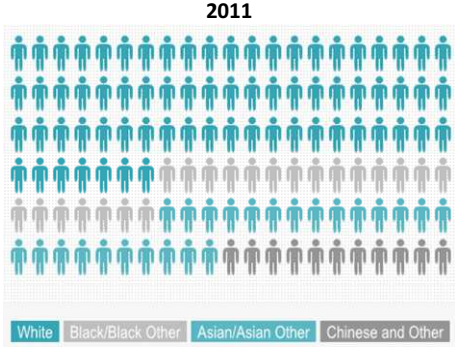


Figure 4.5 Ethnic profile 0 to 19 age group 2011 and 2017

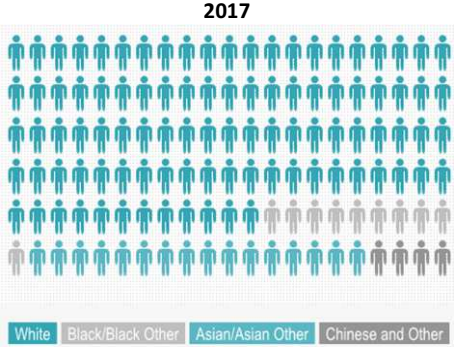
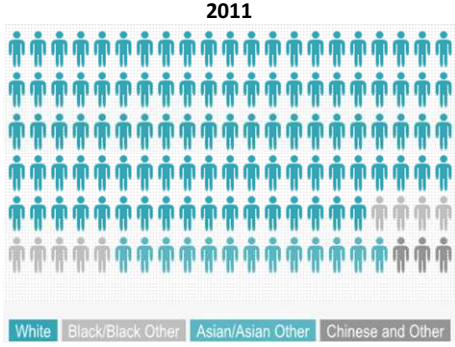
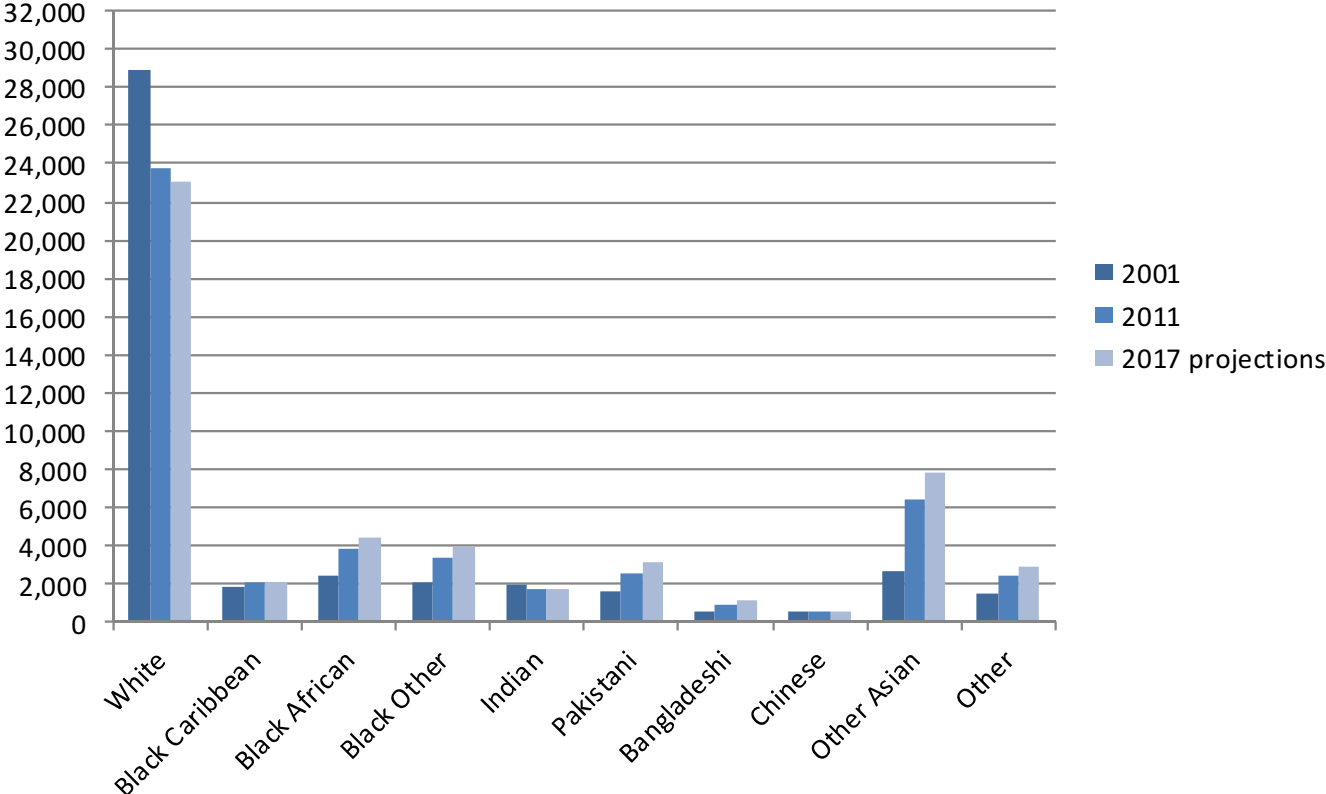


Figure 4.6: ethnic profile over 65s 2011 and 2017

Ethnicity 0-19 age group

- The ethnic composition of the borough is also forecast to change significantly, with the proportion of people from a BAME background increasing from 35% in 2011 to 39% in 2017.
- The largest increases are in the Asian Other, Black African and Pakistani ethnic groups.
- The ethnic composition of the borough’s residents also differs across age groups with a forecast increase in the proportion of BAME people in the 0-19 age group from 44% in 2011 to 47% in 2017.
- The increase in the BAME population has implications for public health where risks for specific diseases, lifestyle risks and lower awareness of prevention services result in higher prevalence of disease amongst the BAME .
- The Census 2011 supports our understanding of the main languages spoken in Merton as Tamil, Polish, Urdu.
- The School Census of Primary and Secondary schools supports the identified languages however in schools in order of greatest prevalence changes to Tamil, Urdu and then Polish.

Merton CYP (0-19) ethnic population 2001 – 2017

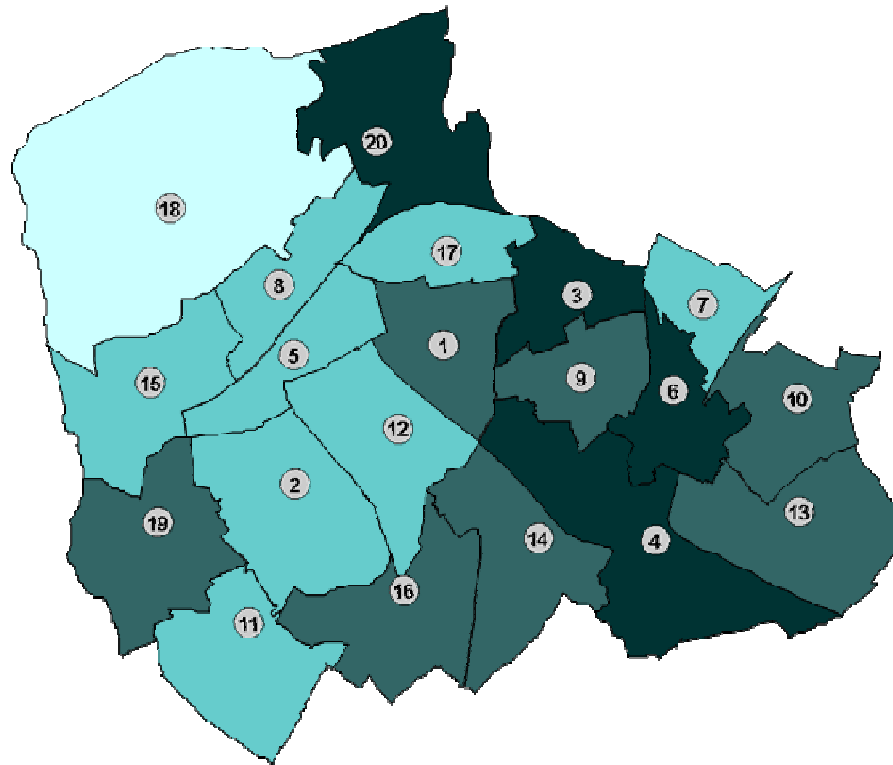


Population density by ward

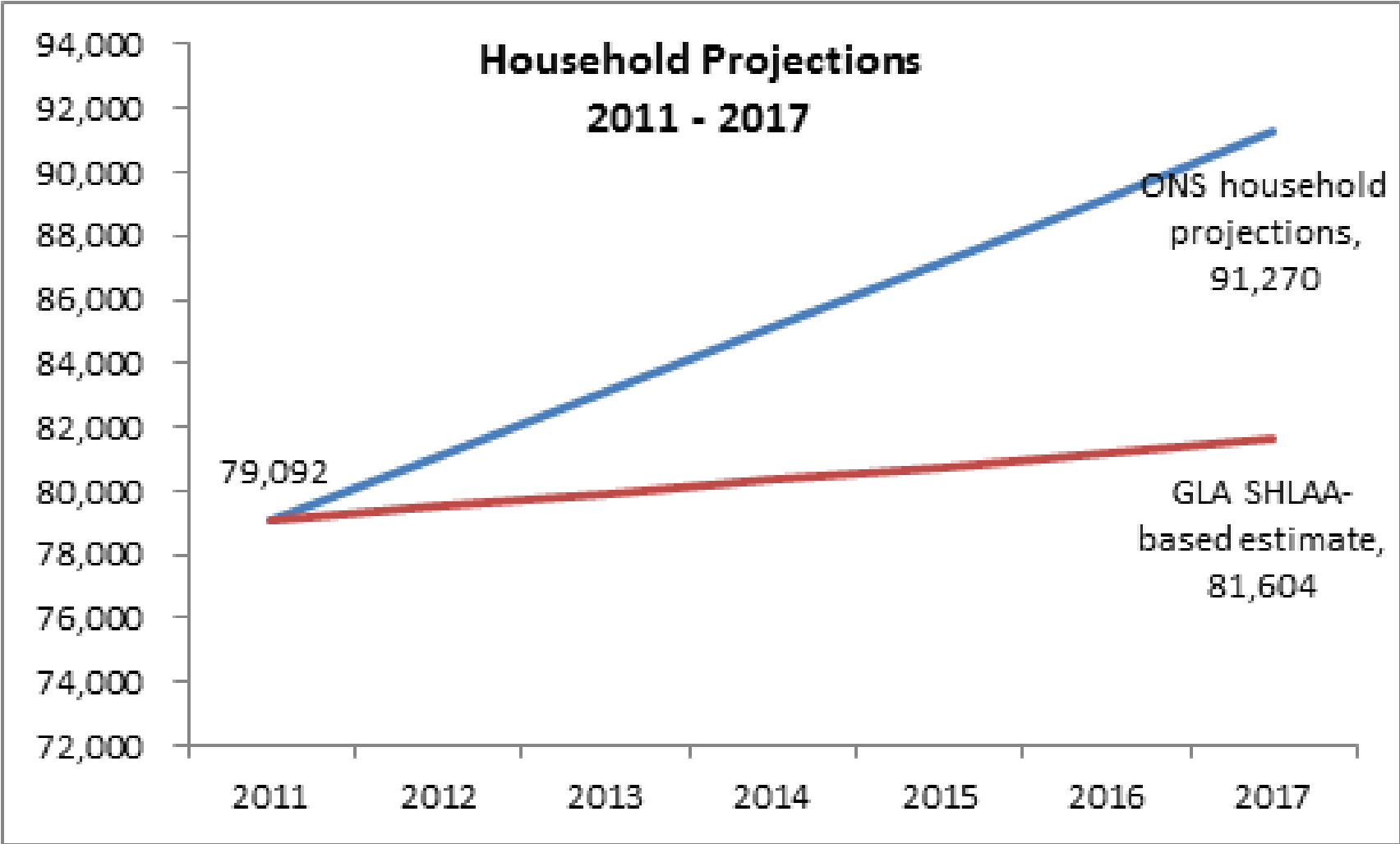
- Population growth is fastest in the east of the borough which already has higher population density, higher levels of deprivation, higher levels of population churn and a more diverse population than the west of the borough.
- The proportion of the population of non working age is forecast to increase in wards to the west and south of the borough. These changes have implications for community cohesion and a range of services including social care, education and health.

Population by ward 2017 (darker = more populous)

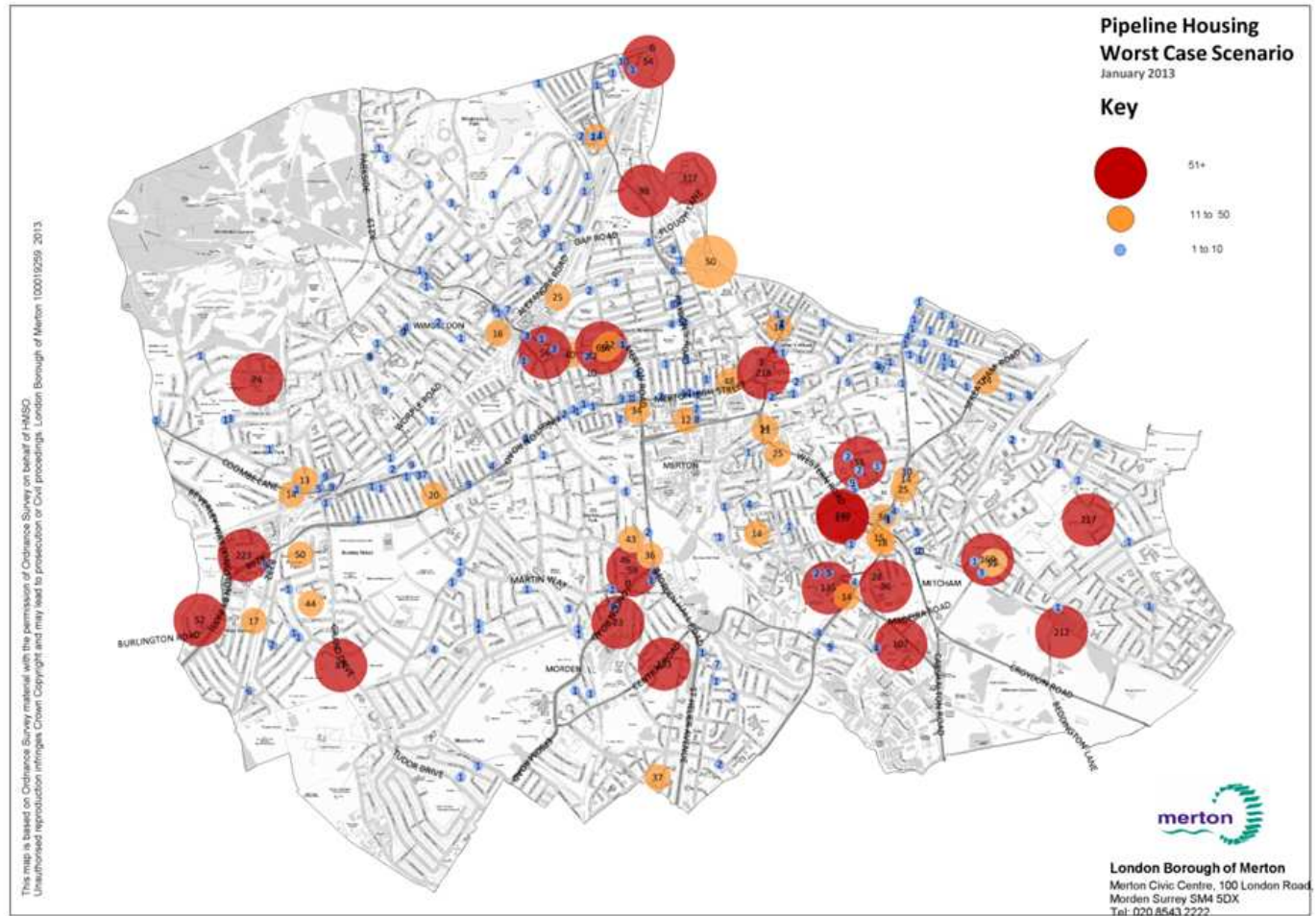
- 1 Abbey
- 2 Cannon Hill
- 3 Colliers Wood
- 4 Cricket Green
- 5 Dundonald
- 6 Figges Marsh
- 7 Graveney
- 8 Hillside
- 9 Lavender Fields
- 10 Longthornton
- 11 Lower Morden
- 12 Merton Park
- 13 Pollards Hill
- 14 Ravensbury
- 15 Raynes Park
- 16 St. Helier
- 17 Trinity
- 18 Village
- 19 West Barnes
- 20 Wimbledon Park



Increasing number of households



Future housing development

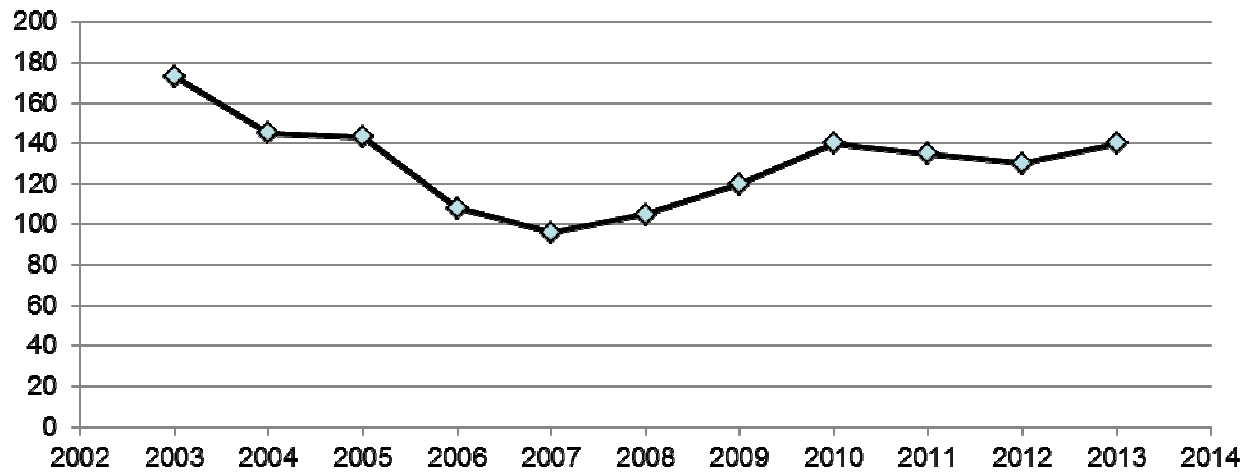


- The increase in the number of households coupled with rising house prices and growth in the private rented sector is likely to result in lower income households living in poor quality accommodation and rising homelessness.
- The increase in the number of children living in areas of deprivation to the east of Merton will increase the number of pupils experiencing factors that could affect educational attainment e.g. low income, poor housing etc.

Social Care and SENDIS

- Number of children subject to a **Child Protection Plan** risen from an average of 120 in 2008/9 to 163 2012/13.
- Number of **Children in Care** rising from average of 130 in 2008/09 to 140 in 2012/13 (and 165, Sept 2013).

Numbers of Looked After Children in Merton between 2003 and 2013



- Number of SEN Statements in **Primary** schools risen from 255 in Jan 2011 to 289 in Jan 2013 (school census) 13% increase.
- Number of SEN Statements in **Secondary** schools risen from 164 in Jan 2011 to 191 in Jan 2013 (school census) 16% increase.
- Number of SEN Statements in **Special schools** risen from 249 in Jan 2011 to 316 in Jan 2013 (school census) 27% increase.

Services for children, young people and families

Demographic driver	Policy/Service changes
Increase of 780 children aged 0-4	<ul style="list-style-type: none"> • Free education and childcare for vulnerable households • Stimulating the childcare market • Healthy schools programme
Increase of 2,270 children aged 5-9	<ul style="list-style-type: none"> • School expansion programme • Developing specialist provision for children with complex needs in locality
45% of children living in an area of deprivation	<ul style="list-style-type: none"> • School improvement strategy • Merton Education Partnership sharing best practice on narrowing the gaps
Increase of 3,180 children and young people aged 0-19	<ul style="list-style-type: none"> • MASH to identify highest risk households • Early intervention services • Reorganisation of Children’s Services

Proportion of expenditure by service type

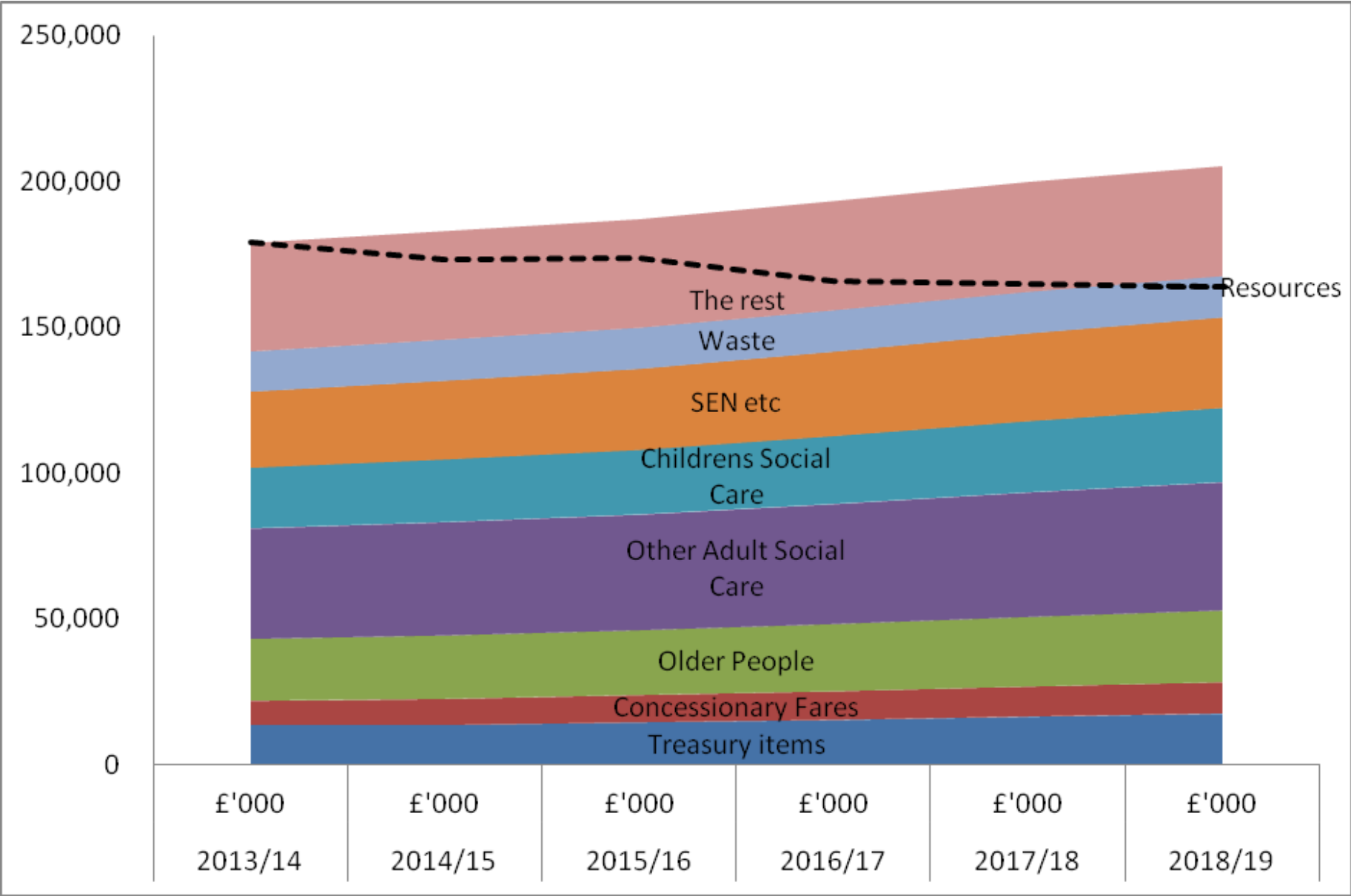
2010/11

2013/14



Spending pressures and likely resources

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Service Plans 2014-18

Draft service plans for 2014-18 for the following 29 major work areas within the council are attached.

Children and Young People	Children's social care	Commissioning strategy and performance	Education			
Healthier Communities	Adult social care	Public health				
Overview and scrutiny	Business improvement	Corporate governance	Customer services	Human resources	Infrastructure and transactions	Resources
	Safer Merton	Shared legal services				
Sustainable Communities	Commercial Services (waste)	Development and building control	Environmental health	Future Merton	Housing needs	Leisure and culture development
	Libraries	MAE	Parking	Parks and green spaces	Property	Street cleaning
	Traffic and highways	Transport commissioning	Transport passenger fleet	Waste management		

The draft service plans, which are two page documents, aim to give a high level overview of the services financial position, what it exists to do, what it hopes to achieve, changes to future working and how it will achieve its major work programme over the next four years.

The budgetary information included in these plans is also subject to potential minor changes as the budgets for the forthcoming year are yet to be finalised. It is quite likely, therefore, that the interim plans which will be presented to Council will have further changes to them and look different to those attached.

Please note that Capital information is based on the programme being presented to Cabinet, for approval, in January 2014.

If you should have any queries about the service planning process please contact the Corporate Services Business Planning Team.

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Children and Young People

Children's Social Care		Anticipated demand				Planning Assumptions				The Corporate strategies your service contributes to			
Cllr Max Martin & Cllr Martin Whetton, Cabinet Members for Children Services & Education		Population growth - looked after children				2012/13 2013/14 2014/15 2015/16 2016/17 2017/18				Children & Young person's Plan			
Enter a brief description of your main activities and objectives below		Population growth - Child Protection Plans				15-30				Anti Social Behaviour			
Children's Social Care (CSC) delivers a range of government prescribed & legislated functions to children at risk of harm, children in care, care leavers & young offenders, as well as wider services for families. CSC works within an integrated context co-ordinating multi agency support to those families at all levels of Merton's Child & Young Person (CYP) Well-being Model. The model is a holistic approach to children's needs, addressing their physical, mental, emotional, educational, health, social and financial needs. The model is designed to ensure that children in the borough across a range of outcomes, safety, well-being, health, education & life chances. Merton's CYP Well-being Model sets out Merton's approach to supporting families which seeks to provide services at the time they are needed to prevent further need arising & escalation up the model. This is the most efficient use of resources & CSC undertakes a range of family support activity to prevent children entering either child protection or care systems at every stage of childhood. This necessitates a strong commitment to robust assessment & thresholds, which require a quality assurance function to ensure ongoing success of the model. Merton has lower numbers of children subject to child protection plans in the care system than the majority of London Boroughs, as well as lower numbers of first time attendees, and seeks to continue this approach, therefore ensuring that we minimise the use of costly high and low interventions with our families & promote family strategies to enable them to care for their own children. Youth Inclusion provides a targeted service to support vulnerable, young people & their parents to prevent offending & re-offending. It also supports the transforming families programme, helping targeted families to get back into work, & improve the outcomes for their children by preventing reoffending or going into care. It also leads on participation for CSF.		Population growth - Increase in 0-19 population				30-60				Health & Wellbeing			
Increased pressure on more expensive specialist targeted services due to EIP savings & statutory duty.		Increased pressure on more expensive specialist targeted services due to EIP savings & statutory duty.				3180				Social Inclusion Strategy			
Anticipated non financial resources		Staff (FTE) - reflects transfer of YS to Ed.				2013/14 2014/15 2015/16 2016/17 2017/18				Community Plan			
Adoption & fostering		Adoption & fostering				More children to be placed for permanency in shorter time				Corp Equality Scheme			
Performance indicator		Performance targets (indicate if % target)				2013/14(A) 2014/15(A) 2015/16(E) 2016/17(E) 2017/18(E)				Family Poverty			
% single assessments completed within agreed timescales		n/a				90				LAC Strategy			
26 weeks time limit		26 weeks time limit				12				Youth Crime			
Children in care adapted or receiving a Special Guardianship Order		12				12				Safeguarding issues			
% CYP on Child Protection Plan for 2nd or subsequent time		10				10				Safeguarding issues			
% NEET aged 16-19		5.5				8.3				Reduced customer service			
Number YAS first time entrants		125				110				Social exclusion			
										Social exclusion			

DEPARTMENTAL BUDGET AND RESOURCES												
Revenue £'000s	2012/13		2013/14		2014/15		2015/16		2016/17		2017/18	
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual
Expenditure	13,837	14,024	15,029	15,181	14,914	14,867	14,920					
Employees	8,385	8,314	9,395	9,301	9,395	9,298	9,301					
Premises	125	125	125	125	125	125	125					
Transport	205	205	191	187	189	191	193					
Supplies & Services	1,158	1,379	1,203	1,153	1,167	1,180	1,193					
3rd party payments	2,053	1,721	1,844	1,781	1,708	1,735	1,762					
Transfer payments	351	543	412	398	404	411	417					
Support services	1,956	1,798	1,915	1,915	1,915	1,915	1,915					
Depreciation	11	11	11	11	11	11	11					
Revenue £'000s	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual
Income	1,692	1,975	1,762	1,791	1,792	1,792	1,792					
Government grants	1,659	1,285	957	862	962	962	962					
Reimbursements	557	924	633	618	619	619	619					
Customer & client receipts	8	208	5	5	5	5	5					
Reserves	-442	-442	167	186	186	186	186					
Capital Funded												
Council Funded Net Budget	-12,145	-12,049	-13,267	-13,390	-13,122	-13,075	-13,128					
Capital Budget £'000s	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual
			119,010	20,000								

2014/15 Expenditure

2014/15 Income

Summary of major budget etc. changes Changes prior to 2014/15

- 1) Employees expenditure increased due to restructuring including transfer of Youth Justice service
- 2) Grant income reduced due to change in accounting practice of EIGP grant (£550k)
- 3) Support services recharge increased due to changes in accounting practice.

2014/15

2015/16

CSF12: £100,000

CSF12: £220,000
CSF13: £100,000

2016/17

CSF12: £100,000

2017/18

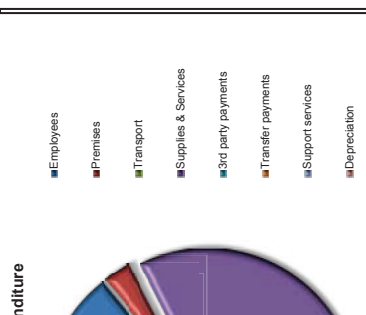
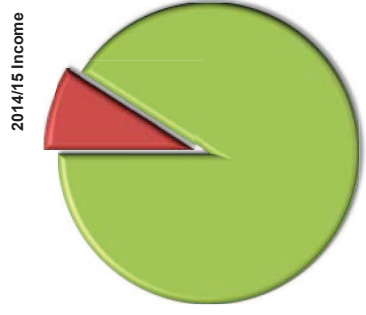
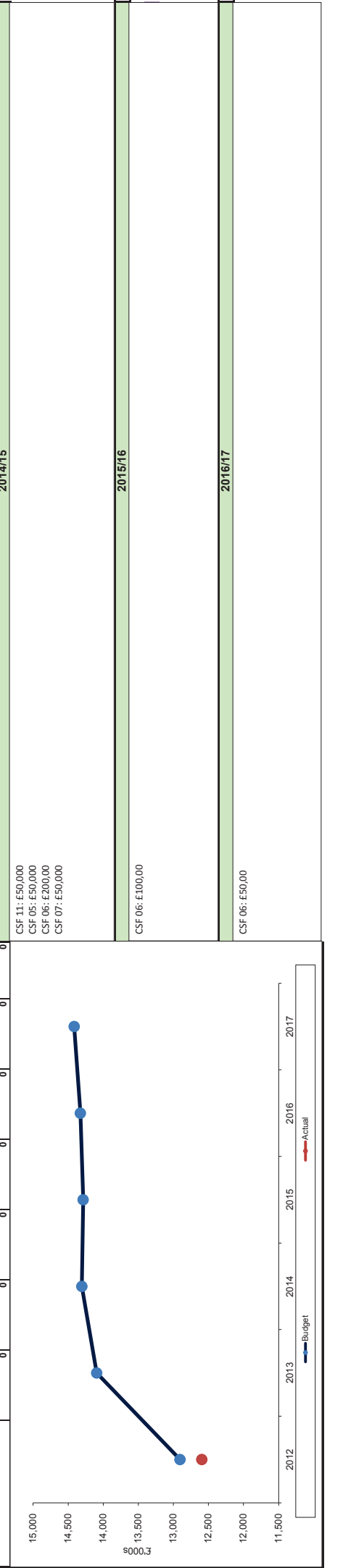
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD
Children's Social Care

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

Commissioning, Strategy and Performance		Planning Assumptions				The Corporate strategies your service contributes to			
Cllrs Max Martin & Martin Whiston, Cabinet Members for Childrens Services & Education		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18		
Enter a brief description of your main activities and objectives below		Anticipated demand		2014/15		2016/17			
The Commissioning, Strategy & Performance division provides strategic services for the Children, Schools & Families Department (CSF).		Increased demand for primary school		2fe		2fe		Capital Programme	
<ul style="list-style-type: none"> 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. 		Increased demand for secondary school		6fe		6fe		Children & Young persons Plan	
<ul style="list-style-type: none"> Main activities include: <ul style="list-style-type: none"> 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 sufficient school places; viii) planning placements for looked after children/pupils with SEN; ix) co-ordination of pupil admissions to Merton schools; x) project managing school expansions & other capital schemes. 		Overall demographic		Impact of birth rate - increase of 40% in births between 2002 & 2011		2015/16		2017/18	
		Anticipated non financial resources		2013/14		2015/16		2016/17	
		Staff (FTE)		2013/14(A)		2015/16(E)		2016/17(E)	
		Contractors		2013/14(A)		2015/16(E)		2016/17(E)	
		Performance indicator		2012/13(A)		2015/16(E)		2016/17(E)	
		% reception year surplus places		1.5		2		Business critical	
		% secondary school Y7 surplus places Inc. Academies		12		12		Business critical	
		% major capital projects green/amber to time and cost		90		90		Business critical	
		% LAC in external agency foster care placements		40		38		Business critical	
		Average time to recruit in house foster carers		6 months		6 months		Business critical	
		% completion rates for parenting programmes		72		76		Quality	
		% statutory returns to government on time		100		100		Business critical	

DEPARTMENTAL BUDGET AND RESOURCES											
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)
Expenditure	16,430	16,860	16,795	16,458	16,441	16,482	16,572	1.5	2		
Employees	2,445	2,375	2,386	2,386	2,386	2,387	2,388	12	12		
Premises	208	716	138	489	483	484	485	90	90		
Transport	33	41	37	38	38	39	39	40	38		
Supplies & Services	6,955	7,542	7,360	6,978	6,944	6,959	7,024	6 months	6 months		
3rd party payments	6,316	5,641	6,361	6,074	6,074	6,097	6,120	72	76		
Transfer payments	0	0	0	0	0	0	0	100	100		
Support services	473	545	516	516	516	516	516				
Depreciation	0	0	0	0	0	0	0				
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18				
Income	3,528	4,285	2,702	2,155	2,155	2,157	2,159				
Government grants	1,435	1,435	640	0	0	0	0				
Reimbursements	157	191	116	193	193	193	193				
Customer & client receipts	1,933	2,659	1,946	1,960	1,962	1,964	1,966				
Reserves	0	0	0	0	0	0	0				
Capital Funded	0	0	0	0	0	0	0				
Council Funded Net Budget	12,905	12,585	14,093	14,305	14,286	14,325	14,413				

Summary of major budget etc. changes											
Changes prior to 2014/15											
<p>1) Movements in premises cost are due to changes in capital accounting and the revaluation budget adjustments.</p> <p>2) The supplies and Services actual for 2012-13 are significantly higher than the budget due to free school meal costs which is offset by the higher than budget customer and client receipts income as meal costs are recouped from schools.</p> <p>3) The lower spend on third party payments relate to the DSG underspend on ART residential placements.</p> <p>4) Grant income reduced due to change in accounting practice of EIP grant (£790k) and the sixth for SEN block grant (£640k).</p>											
<p>CSF 11: £50,000</p> <p>CSF 05: £50,000</p> <p>CSF 06: £200,000</p> <p>CSF 07: £50,000</p>											
<p>CSF 06: £100,000</p>											
<p>CSF 06: £50,000</p>											

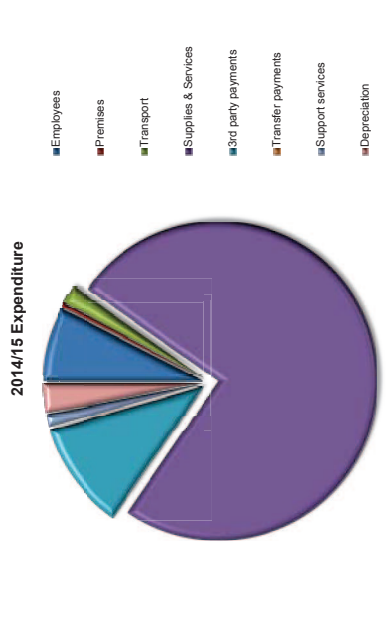
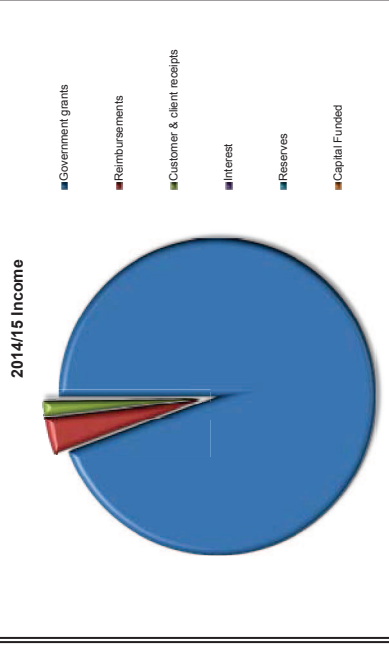


DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Commissioning, Strategy and Performance

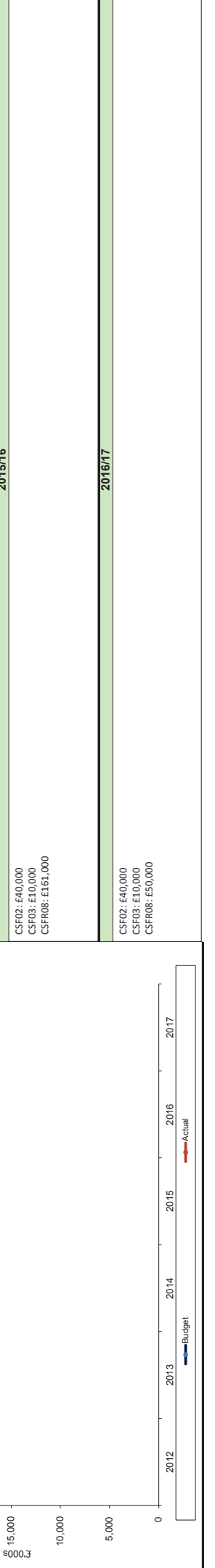
PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	Project Title: Progress existing capital schemes & provide additional FE's in primary schools Project Details: Completion of construction projects in progress. Consideration of further primary places required, planning & delivery of construction projects.	Project Title: Project Details:	To meet legislative requirements	3	3	9
Start date 2013-14						
Project 2	Project Title: Implementation of secondary & special school expansion strategy Project Details: Pupil places planning, development of strategy, statutory processes, planning & delivery of construction contracts. Includes consideration of provision for SEND.	Project Title: Project Details:	To meet legislative requirements	5	3	15
Start date 2013-14						
Project 3	Project Title: PFI - 5 year review Project Details: Quinquennial soft services review	Project Title: Project Details:	More efficient way of working	4	2	8
Start date 2014-15						
Project 4	Project Title: School Admissions System Procurement Project Details: Procurement of school admissions system, including consideration of surrounding processes. Also engagement with CC Programme.	Project Title: Project Details:	More efficient way of working	3	3	9
Start date 2013-14						
Project 5	Project Title: Participation & Engagement Review Project Details:	Project Title: Project Details:	Improved resident well being	3	1	3
Start date 2014-15						
Project 6	Project Title: Commissioning 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 A&E'd & RPA places; commissioning of placements for older LAC.	Project Title: Project Details:	More efficient way of working	3	2	6
Start date 2014-15						
Project 7	Project Title: Increase uptake of Free School Meals Project Details:	Project Title: Project Details:	Improved resident well being	2	2	4
Start date 2014-15						
Project 8	Project Title: Release of Assets 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.	Project Title: Project Details:	More efficient way of working	3	1	3
Start date						

Education		Planning Assumptions				The Corporate strategies your service contributes to			
Select your Cabinet Member & Portfolio		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18		
Enter a brief description of your main activities and objectives below		Forecast increase in population 5-19		2400				Children & Young persons Plan	
Schools Standards & Quality will improve outcomes for all pupils in Merion Schools by:		Increase in compulsory education to 18		2000				Community Plan	
· monitoring, analysing & evaluating pupil & school performance		Forecast increase in targeted SEND services		200 - 400				Corp Equality Scheme	
· developing skills in planning, teaching, assessment, leadership & management		Forecast increase in population 0 - 4		780				Performance Management Framework	
· working with schools to reduce inequality & improve achievement for vulnerable groups		Anticipated non-financial resources		2012/13		2013/14		2014/15	
· changing relationships between LAs, HT's & schools in context of new government policies		Staff (FTE)							
Special Education Needs & Disabilities will improve outcomes for CYP with SEND by:		School to school support		Facilitate and encourage schools to support each other				Social Inclusion Strategy	
· building capacity in schools & settings, families & the community		Voluntary Services		Review arrangements for some commissioned services				LAC strategy	
· focus on early intervention & prevention as well as direct support for schools & families		Voluntary Services						Youth crime	
Early Years Services will improve outcomes for all children aged 0-5 via:		Performance indicator		Performance targets (indicate if % target)		Polarity		Reporting cycle	
· universal, early help & targeted services		% 5 GOSE A-C including English & maths		2012/13(A)		2013/14(A)		2014/15(A)	
· free nursery places for 2 to 4 year olds		% outcome of schools/Ofsted inspections good or outstanding		62		64		High	
· information for families (0-19) & family support		% LA English & maths as KS2		75		77		High	
· childcare market management		Provision of short breaks		520		520		High	
Youth Inclusion will improve outcomes for Young People by:		% of all SEN statements issued in 26 weeks		63		65		High	
· providing universal & targeted in house & commissioned services for YP & schools		% Good or Outstanding child-minding per Ofsted		67		69		High	
· attendance & to encourage emotional & social development		% Good or Outstanding children's centres per Ofsted		100		100		High	
· developing alternative education offerings to enable YP to stay in education, training & employment		Youth service participation rate		1800		2000		High	
· leading on the council's partnership with the police & CAMHS for education									



DEPARTMENTAL BUDGET AND RESOURCES		Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18
Revenue £'000s	Actual	170,704	176,515	172,904	173,010	173,631	174,344
Expenditure	Budget	167,652	170,704	172,904	173,010	173,631	174,344
Employees		14,800	14,384	13,322	12,947	12,668	12,639
Premises		679	700	783	781	783	805
Transport		3,268	3,402	3,212	3,115	3,001	2,998
Supplies & Services		124,193	127,620	134,211	129,648	130,076	130,533
3rd party payments		17,991	17,662	18,002	19,204	19,427	19,653
Transfer payments		1	39	19	19	19	19
Interest		1,912	2,133	2,226	2,226	2,226	2,226
Reserves		5,071	4,864	4,978	5,224	5,224	5,224
Capital Funded							
Council Funded Net Budget		17,207	15,308	20,358	21,506	22,098	22,793
Capital Budget							
Capital Budget £'000s							

Summary of major budget etc. changes Changes prior to 2014/15	
CSF01: £25,000	2014/15
CSF02: £70,000	
CSF03: £100,000	
CSF08: £140,000	
CSF09: £50,000	
CSF10: £25,000	
CSF02: £40,000	2015/16
CSF03: £10,000	
CSF08: £161,000	
CSF02: £40,000	2016/17
CSF03: £10,000	
CSF08: £50,000	



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

Education

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	Improving pupil outcomes at KS2 & KS4 Ongoing work with schools. Challenge and support, monitoring, feedback, including Ofsted. Training and collaboration.	Project Title:	Improved resident well being	2	3	6
Start date 2013-14		Project Details:				
End date 2016-17						
Project 2	School Improvement - development of SLAs 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.	Project Title:	Improved resident well being	2	2	4
Start date 2013-14		Project Details:				
End date 2016-17						
Project 3	Transforming Early Years Including provision of 2 year-old places to meet legislative requirement - stage 2 is for a further 300 places; ongoing development of the Locality Model to reorganise provision to maximise outcomes within available funding - service realignment & increasingly targeted provision, consider possibility of alternative / shared / mixed use for the centres.	Project Title:	Improved resident well being	3	2	6
Start date 2013-14		Project Details:				
End date 2015-16						
Project 4	Implementation of requirements of Children & Families bill Following on from White Paper set up to meet legislative requirements including 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.	Project Title:	To meet legislative requirements	4	3	12
Start date 2013-14		Project Details:				
End date 2015-16						
Project 5	Development of AHEd & linked provision Development of Melbury College and commissioning of AHEd provision. Including addressing new statutory duty for age 19-25. Develop plan and manage process within available funding streams.	Project Title:	To meet legislative requirements	3	2	6
Start date 2013-14		Project Details:				
End date 2015-16						
Project 6	Youth transformation phases 2 & 3 Consolidation of localities - Morden and Wimbledon and roll out of Mitcham provision	Project Title:	Improved resident well being	4	3	12
Start date 2013-14		Project Details:				
End date 2015-16						
Project 7	Raising Participation Age 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.	Project Title:	To meet legislative requirements	3	2	6
Start date		Project Details:				
End date						
Project 8		Project Title:				
Start date		Project Details:				
End date						

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Healthier Communities and Older People

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

Adult Social Care

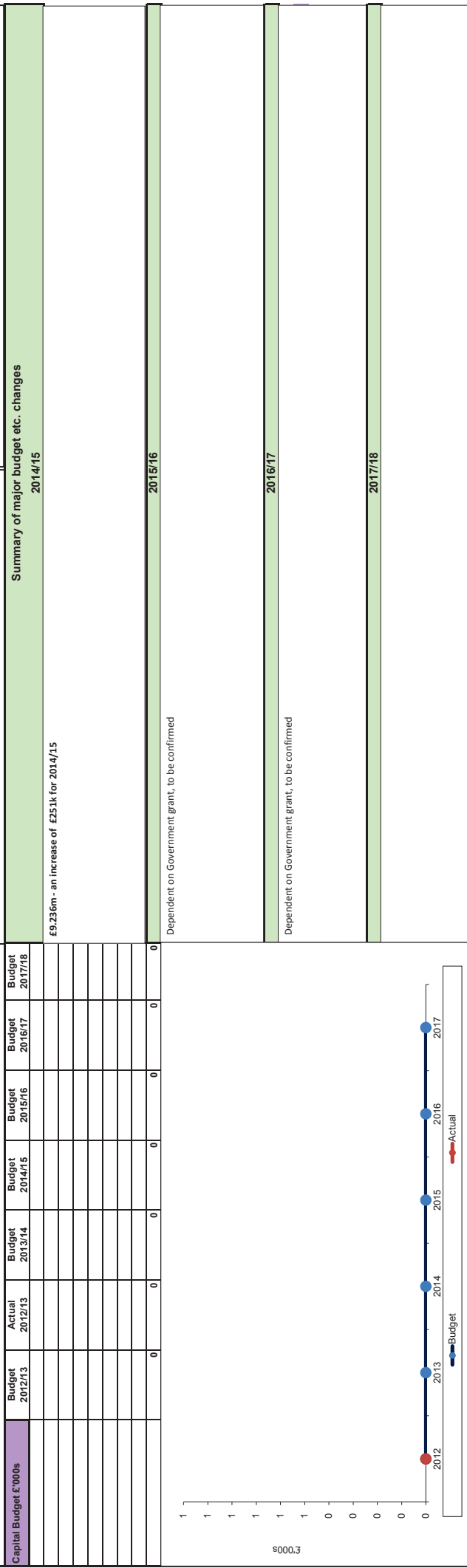
PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1		Brokerage efficiencies				
Start date	2013-14	Care and support packages will be negotiated and brokered to deliver the best value solution based on assessed need - includes <i>Mental Health Placements 2014-15 Ref: ASC54</i> , (2014-15 to 2017-18 Ref: CH9 - additional savings for 2015-16, 2016-17 plus proposed savings for 2017-18 awaiting Cabinet approval).		4	2	8
End date	2017-18					
Project 2		Restructuring supporting people				
Start date	2014-15	Continue the mainstreaming of the procurement process and reducing overall expenditure within these contracts (2014-15 Ref: CH11).		4	2	8
End date	2014-15					
Project 3		Voluntary sector grants - reduction in infrastructure				
Start date	2014-15	Delivering efficiencies through reduction in voluntary organisations' overheads and back office costs (2014-15 Ref: ASC51).		4	2	8
End date	2014-15					
Project 4		Voluntary organisations				
Start date	2014-15	Delivering efficiencies through reduction in voluntary organisations' overheads and back office costs, or reduction in demand for statutory services (2014-15 Ref: CH6).		4	2	8
End date	2014-15					
Project 5		Commissioning management restructure				
Start date	2014-15	Streamlining procurement and commissioning process (2014-15 Ref: ASC52).		3	1	3
End date	2014-15					
Project 6		Procurement efficiencies				
Start date	2013-14	Delivering efficiencies through contract negotiations (2014-15 Ref: ASC55; 2015-16-2017-18 Ref: CH10 - additional savings for 2015-16, 2016-17 plus proposed for 2017-18 awaiting Cabinet approval).		4	2	8
End date	2017-18					
Project 7		Meals on wheels contract saving				
Start date	2014-15	Delivering efficiencies through contract negotiations (2014-15 Ref: ASC63).		4	2	8
End date	2014-15					
Project 8		Remodelling of reablement service				
Start date	2014-15	The service will be remodelled to reduce / eliminate downtime and match hours more closely with customer need (2014-15 Ref: ASC44)		4	2	8
End date	2014-15					
Project 9		Reablement (outcome - care packages)				
Start date	2014-15	Reduced reablement outcome care packages (2014-15 Ref: ASC45).		4	3	12
End date	2014-15					
Project 10		Promoting independence				
Start date	2014-15	Public Value Review - Efficiencies to be found in hospital discharge process and customers to be enabled to regain and maintain independence (2014-15 to 201617 Ref: CH2).		4	2	8
End date	2016-17					

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD									
Adult Social Care									
PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood		Risk Impact		Score	
Project 1	2013-14	Project Title:	Reviewed service packages	To meet budget savings	4	3	12		
Start date	2013-14	Project Details:	Review of care packages with a view to an overall average reduction in line with promoting independence (2014-15 Ref: ASC46).						
End date	2014-15	Project Title:	Additional reablement funding (PCT)	To meet budget savings	3	2	6		
Start date	2014-15	Project Details:	Additional one off funding from PCT to support health related social care services (2014-15 Ref: ASC47).						
End date	2014-15	Project Title:	Access and assessment staffing restructure	To meet budget savings	4	2	8		
Start date	2014-15	Project Details:	Access and assessment staffing restructure (2014-15 Ref: CH4, CH13; 2015-16 Ref: CH4 - awaiting Cabinet approval, 2016-17 Ref: CH4).						
End date	2016-17	Project Title:	Transport efficiencies / transport	To meet budget savings	3	2	6		
Start date	2014-15	Project Details:	Day service staff to become responsible for collecting customers and taking them home (2014-15 Ref: ASC49).						
End date	2014-15	Project Title:	Direct provisions - staffing restructure	To meet budget savings	3	2	6		
Start date	2013-14	Project Details:	Direct provisions - staffing restructure (2014-15 Ref: CH7).						
End date	2014-15	Project Title:	Below inflation uplift to third party suppliers	To meet budget savings	6	3	18		
Start date	2015-16	Project Details:	Continue the below inflation uplift. This will be a total of 7 years at 0% or below inflation uplift (2014-15 Ref: ASC7, 2015-16 & 2016-17 Ref: CH1).						
End date	2016-17	Project Title:	Realise benefits of new prevention programme	To meet budget savings	4	2	8		
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 voluntary organisations (2016-17 Ref: CH5).						
End date	2016-17	Project Title:	Re-modelling and re-procuring the domiciliary care service	To meet budget savings	4	2	8		
Start date	2015-16	Project Details:	Re-modelling and re-procuring the domiciliary care service following the end of three year contract starting in 2012 (2015-16 Ref: CH09; 2016-17 & 2017-18 Ref: CH09 awaiting Cabinet approval).						
End date	2017-18	Project Title:	Remove Day Care Costs from Residential Customers	To meet budget savings	4	2	8		
Start date	2014-15	Project Details:	Cessation of day care costs from Residential customers (2014-15 Ref: CH12).						
End date	2014-15	Project Title:	All Saints Respite Extension	To meet budget savings	3	1	3		
Start date	2014-15	Project Details:	Extend All Saints Respite Service offer to PD customers (2014-15 Ref: CH14).						
End date	2014-15								

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Public Health	Planning Assumptions										The Corporate strategies your service contributes to		
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18							
<p>Cllr Linda Kirby Cabinet Member for Adult Social Care & Health</p> <p>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.</p> <p>Our vision for the public health team is to make health everyone's business, working with partners in the Council, Merton Clinical Commissioning Group and the voluntary sector to increase understanding of their contribution to and involvement in prevention and in reducing health inequalities, using evidence of best practice.</p> <p>Public Health services comprise:</p> <ul style="list-style-type: none"> Mandatory: sexual health, NHS health checks, National Child Measurement Programme, Support to Clinical Commissioning groups and assurance of health emergency preparedness Universal: Smoking cessation, drugs and alcohol, obesity Other: 	Anticipated demand	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	Sexual health	n/a	19,854	20,201	20,554	20,913	21,243	Health & Wellbeing Strategy					
	Drugs & alcohol	n/a	423 Drugs/155 Alcohol	438 Drugs/205 Alcohol	452 Drugs/253 Alcohol	40% of PH staff capacity	40% of PH staff capacity						
	Support to CCG	n/a	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	n/a	5723	5723	5773	5872	5971						
	National Child Measure Program	n/a	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	1580	1580	1660	1742						
	NHS Smoking Cessation	n/a	1066	1119	1175	1234	1295						
	Prevention services	n/a	12 desks	12 desks	12 desks	12 desks	12 desks						
	Accommodation	n/a	8	12-13	12-13	12-14	12-14						
	Staff (FTE)	n/a	1	2	2	2	2						
	Staff (Trainees)	n/a	n/a	n/a	n/a	n/a	n/a						
	High quality data for JSNA and joint projects	n/a	n/a	n/a	n/a	n/a	n/a						
	Performance indicator	2012/13(A)	2013/14(A)	2014/15(A)	2015/16(A)	2016/17(A)	2017/18(A)	Indicator type					
	Chlamydia diagnosis	n/a	2200	2200	2300	2300	2300	Output					
	Late diagnosis of HIV rate	n/a	46.4%	43.2%	TBC	TBC	TBC	Outcome					
Successful completion of drug treatment - to be confirmed	n/a	n/a	n/a	n/a	n/a	n/a	Outcome						
Signed memo of understanding (MOU) with MCGG 2014-15	n/a	n/a	n/a	n/a	n/a	n/a	Outcome						
% NHS health checks uptake of those offered service	n/a	57.5	58.5	59.5	60%	60%	Outcome						
% excess weight in children age 4-5 years	n/a	19.67%	TBC	TBC	TBC	TBC	Outcome						
% excess weight in children age 10 - 11 years	n/a	30.77%	TBC	TBC	TBC	TBC	Outcome						
Number of successful 4-week smoking quits	n/a	753	790	830	871	915	Outcome						

DEPARTMENTAL BUDGET AND RESOURCES											
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	2014/15 Expenditure	2014/15 Income	Summary of major budget etc. changes	
Expenditure	0	0	0	0	0	0	0	£9,236m - an increase of £251k for 2014/15		2014/15	
Employees	0	0	6,965	9,236	9,236	9,236	9,236	Employees		2015/16	
Premises	0	0	569	677	677	677	677	Premises		2016/17	
Transport	0	0	0	6	6	6	6	Transport		2017/18	
Supplies & Services	0	0	4,227	4,227	4,227	4,227	4,227	Supplies & Services		2018/19	
3rd party payments	0	0	4,086	4,229	4,229	4,229	4,229	3rd party payments		2019/20	
Transfer payments	0	0	0	0	0	0	0	Transfer payments		2020/21	
Support services	0	0	0	0	0	0	0	Support services		2021/22	
Depreciation	0	0	97	97	97	97	97	Depreciation		2022/23	
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18				
Income	0	0	8,985	9,236	9,236	9,236	9,236				
Government grants	0	0	8,985	9,236	9,236	9,236	9,236				
Reimbursements	0	0	0	0	0	0	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 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18				
	0	0	0	0	0	0	0				



Dependent on Government grant, to be confirmed

Dependent on Government grant, to be confirmed

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

Public Health

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	Project Title: Integrated sexual health service	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	9
Start date	01/01/2014					
End date	01/04/2015					
Project 2	Project Title: Embedding Chlamydia screening programme	To move from a separately commissioned service to embedding Chlamydia screening into existing primary care services - GPs, Pharmacists, CaSH. These services will then have responsibility for meeting the diagnostic target for Chlamydia which is a PHOF indicator.	More efficient way of working	3	2	6
Start date	01/01/2014					
End date	01/04/2015					
Project 3	Project Title: Review of local HIV services	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	9
Start date	01/01/2014					
End date	01/04/2015					
Project 4	Project Title: LiveWell	LiveWell is a programme that supports Merton residents to lead a healthy lifestyle and offers motivation support to achieve personalised goals around stopping smoking, reducing alcohol levels, being more physically active and being a healthy weight. The programme has a network of health champions, linked to voluntary sector groups who promote healthy living and signpost their peers to a range of activities.	Improved resident wellbeing	2	1	2
Start date	01/04/2014					
End date	31/03/2015					
Project 5	Project Title: Prevention	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, compliments the public health led activity and has an important role to play in reducing the stark health inequalities between east and west Merton.	Improved resident wellbeing	2	1	2
Start date	01/04/2014					
End date	31/03/2015					
Project 6	Project Title: Transition of responsibility for Health Visiting Service to Local Authority	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
Start date						
End date						
Project 7	Project Title: National Child Measurement Programme	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
Start date						
End date						
Project 8	Project Title: NHS Health Checks	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
Start date						
End date						
Project 9	Project Title: Drugs and Alcohol Prevention and Treatment		Select one major outcome			0
Start date						
End date						
Project 10	Project Title: Drugs and Alcohol Prevention and Treatment		Select one major outcome			0
Start date						
End date						

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Overview and Scrutiny

Business Improvement Cllr Mark Allison Cabinet Member for Finance	Anticipated demand					Planning Assumptions					The Corporate strategies your service contributes to			
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2016/17	2017/18
Enter a brief description of your main activities and objectives below														
Operate as a Centre of Excellence for Project and Programme Management (PPM), raising the capacity of the organisation to consistently plan and deliver projects/programmes successfully.														
Support DMITs to embed a culture of continuous business improvement within the organisation through the provision of tools, techniques, advice and support – including but not limited to lean.														
Manage and deliver adhoc Projects and Programmes of work at the direction of CMT and M2015 Board.														
Lead and deliver a coordinated programme of Public Value Reviews (PVRs) and reactive service reviews to deliver efficiencies and improve customer satisfaction.														
Establish a Programme Management Office (PMO), ensuring that all transformational activity is directed and monitored through DMITs, M2015 and CMT so that resources, dependencies, risks and issues are managed effectively and benefits – aligned to organisational objectives are realised.														
Work with businesses and ICT to establish – under the direction of CMT – the strategy for IT, an essential enabler for the organisation to deliver its strategic objectives.														
Establish Technical Design Authority (TDA) ensuring the organisation takes a coordinated and planned approach to systems implementation that complies with and drives agreed corporate strategy, standards and interoperability.														
Proactively advise businesses of opportunities to exploit emerging technologies and to leverage existing systems investments for improved business efficiency and service.														
Provide support to the business for operational and maintenance related tasks for applications including upgrades, housekeeping, periodic scheduled tasks and batch processing, thus sustaining business continuity, availability, performance, and capability of the systems.														

DEPARTMENTAL BUDGET AND RESOURCES													
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	2017/18(E)
Expenditure	2,063	2,812	2,458	2,737	2,882	2,892	2,902	N/A	80%	90%	90%	90%	90%
Employees	1,411	1,789	1,477	1,541	1,491	1,491	1,491	85%	85%	85%	85%	85%	85%
Premises	3	1	3	3	3	3	3	75%	85%	90%	90%	90%	90%
Supplies & Services	338	280	639	854	1,049	1,059	1,069						
3rd party payments	301	461	339	339	339	339	339						
Depreciation													
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18						
Income	1,682	2,662	1,954	1,959	1,963	1,963	1,963						
Government grants													
Reimbursements	0	8	79	84	88	88	88						
Customer/client receipts	1,682	2,365	1,875	1,875	1,875	1,875	1,875						
Reserves		288											
Capital Funded													
Council Funded Net Budget	371	-160	504	778	919	929	939						

Summary of major budget etc changes 2014/15													
Capital Budget £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18						
Document management system				740,000									
Customer contact programme				785,000									

Agreed savings:
 CS1 Rationalisation of management costs £50k
 CS3 Generate income through training £5k
 CS4 Expiry of Salary Protection for Head of Programme Office £10k

The service's workforce plan will be implemented in 2014/15 and deliver all agreed savings.

CS1 Rationalisation of management costs £50k
 CS3 Generate income through training £5k

Further implementation of the workforce plan in 2015/16 will meet target savings.

2014/15 Income

2014/15 Expenditure

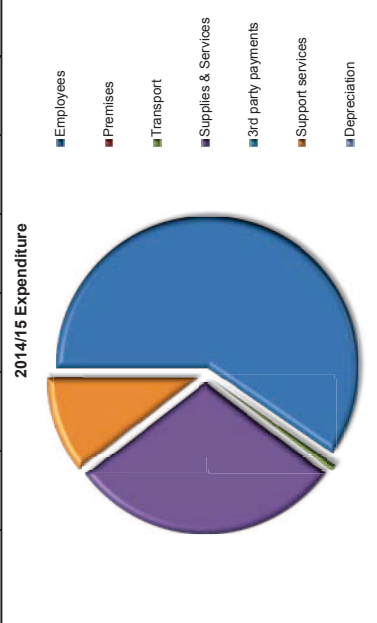
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Business Improvement

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	IT Strategy and Implementation Plan 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.	Project Title:	More efficient way of working 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
Start date		01/04/2014				
End date	31/03/2017	Project Details:				
Project 2	Customer Contact programme Lead and deliver CC programme; to deliver improvements (technology and service redesign) set out in CC Strategy.	Project Title:	More efficient way of working 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
Start date		01/04/2013				
End date	31/03/2016	Project Details:				
Project 3	Electronic document and records management system Procure and implement a replacement EDRMS to support and enable flexible/remote working and Customer Contact.	Project Title:	More efficient way of working EDRMS will enable flexible and remote working, more efficient and cost effective storage and retrieval of documentation.	3	2	6
Start date		01/04/2013				
End date	31/03/2016	Project Details:				
Project 4	Transformation portfolio design and implementation 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.	Project Title:	More efficient way of working 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
Start date		01/04/2014				
End date	31/03/2015	Project Details:				
Project 5	Programme Office Implementation Design and implement a functioning Programme Office	Project Title:	More efficient way of working 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
Start date		01/04/2014				
End date	31/03/2015	Project Details:				
Project 6	Social Care Information System Procure and implement a Social Care information system to support adults social and children and families integrated care.	Project Title:	To meet legislative requirements	2	3	6
Start date		01/09/2013				
End date	30/08/2016	Project Details:				
Project 7	Continuous Improvement Programme Design and implement a programme of service/business/process reviews to lead, embed and support continuous improvement.	Project Title:	More efficient way of working 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
Start date		01/04/2014				
End date	31/03/2017	Project Details:				
Project 8		Project Title:	More efficient way of working	0	0	0
Start date						
End date		Project Details:				
Project 9		Project Title:	Select one major outcome			0
Start date						
End date		Project Details:				
Project 10		Project Title:	Select one major outcome			0
Start date						
End date		Project Details:				

Corporate Governance	Anticipated demand	Planning Assumptions	The Corporate strategies your service contributes to				
Enter a brief description of your main activities and objectives below	Residents Officers Councillors	2012/13 2013/14 2014/15 2015/16 2016/17 2017/18	2012/13 2013/14 2014/15 2015/16 2016/17 2017/18	2013/14 2014/15 2015/16 2016/17 2017/18	2014/15 2015/16 2016/17 2017/18	2015/16 2016/17 2017/18	
Corporate Governance is made up of 7 core services: Information, Complaints, NIP & 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.	4081 60 60	203,247 4081 60	203,247 4081 60	206,038 4081 60	211,569 60 60	216,806 60 60	
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.	Staff (FTE) Staff - LALO Staff - Election Staff - Canvas	47.2 6 800 150	47.2 6 800 150	47.2 8 900 150	48.2 8 800 150	38.7 (excl. Investigations) 8 0 150	
Safety Services - provides H&S - emergency planning & business continuity service.	Performance Indicator FOI - dealt with in time Complaints - dealt with in time	90% 95%	90% 95%	95% 95%	95% 95%		
Democracy Services - maintains independent scrutiny function, support to Councillors & ensure council has robust decision making arrangements.	Audits completed against plan Audit actions implemented by agreed date	90% 90%	90% 90%	90% 90%	90% 90%		
Election Services - maintains registers of electors whilst managing the move to individual electoral registration, administers elections & referendums and undertakes boundary & electoral reviews.	Audit actions implemented by agreed date Completed planned H&S inspections Priority A H&S actions completed on time No. supplementary agencies issued	60 75% 30	60 75% 28	60 85% 24	60 90% 24		

Performance targets (indicate if % target)	2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	2017/18(E)
90%	90%	90%	95%	95%	95%	95%
95%	95%	90%	90%	90%	90%	90%
90%	90%	90%	90%	90%	90%	90%
60	60	60	60	60	60	60
75%	75%	85%	85%	90%	90%	90%
30	28	26	24	24	24	24

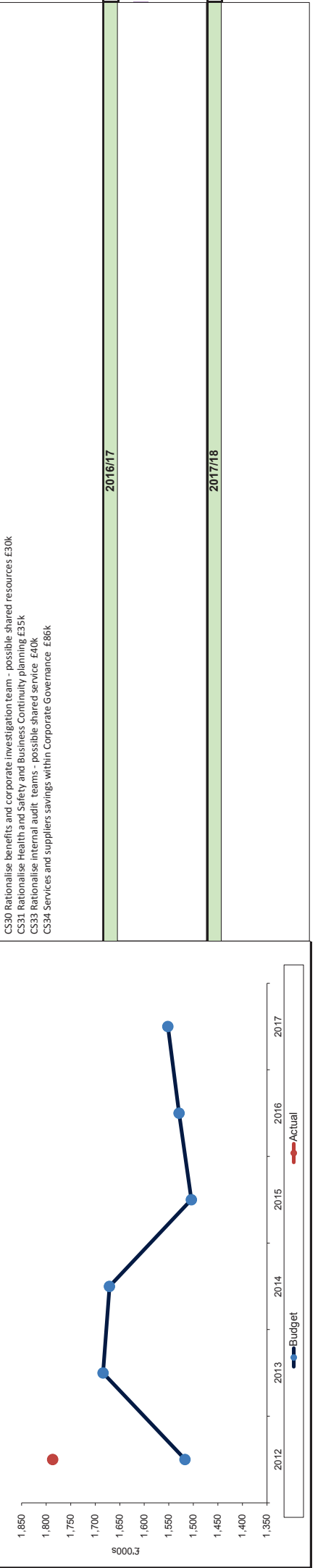


DEPARTMENTAL BUDGET AND RESOURCES

Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18
Expenditure	4,066	4,167	4,018	4,066	3,836	3,861	3,886
Government grants	2,347	2,462	2,407	2,383	2,277	2,277	2,277
Reimbursements	5	31	25	26	4	4	4
Customer & client receipts	1,350	1,048	1,166	1,174	1,113	1,138	1,162
Support services	341	622	416	416	416	416	416
Depreciation	0	0	0	0	0	0	0
Revenue £'000s	2,651	2,980	2,534	2,532	2,532	2,532	2,534
Government grants	62	70	70	70	70	70	70
Reimbursements	274	108	54	59	59	59	59
Customer & client receipts	68	311	61	54	54	54	56
Recharges	2,209	2,124	2,149	2,149	2,149	2,149	2,149
Reserves	-225						
Capital Funded	1,517	1,787	1,684	1,671	1,604	1,529	1,552
Council Funded Net Budget	2,000	2,000	2,000	2,000	2,000	2,000	2,000

Summary of major budget etc changes

2014/15	2015/16	2016/17	2017/18
CS32 Integrate the FOI and Complaints functions - £40k			
CS56 Reduction in overtime payments to staff in Mayor's Office - £1k			
CS54 Delete Deputy Head of Service post - £18k			
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			



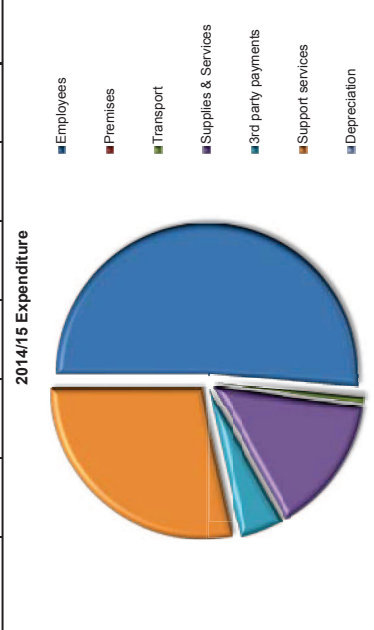
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Corporate Governance

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

Customer Services Select your Cabinet Member & Portfolio Enter a brief description of your main activities and objectives below	Planning Assumptions						The Corporate strategies your service contributes to	
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18		
There are 5 core services: Local Taxation - responsible for Council Tax & Business Rates collection, Debt recovery & Bailiff collection services. - this includes a shared bailiff service with Sutton Council Housing Benefit - responsible for administering housing and council tax benefit schemes & identification and prevention of fraud; Merton Link - first point of contact for most council customers & visitors, through either face to face or via telephone - also provide Transition Services; Registration - responsible for registration of births & deaths, marriages & civil partnerships; Communications - responsible for protecting and enhancing the reputation of Merton Council; promoting Merton as a good place to live, work and 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. Front line service for Universal Credit - 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 sometime during 15/16.	Benefit claimants	16,000	16,000	14,000	14,000	14,000	2016/17	2017/18
	Telephone callers	400,000	500,000	600,000	600,000	600,000	600,000	600,000
Face to face customers	130,000	115,000	100,000	90,000	90,000	90,000	90,000	90,000
Council tax properties	81,000	82,000	82,500	83,000	83,000	83,000	83,000	83,000
Anticipated non financial resources Staff (FTE)	148.06							
Performance indicator Business Rates collected (excluding parking and miscellaneous debt)	9%	9%	9%	9%	9%	9%		
% of Merton Bailiff Service files paid in full (excluding parking and miscellaneous debt)	58%	58%	58%	58%	58%	58%		
HB - COC & new claims processing days	16	16	10	10	10	10		
HB overpayments with no recovery action	16%	15.5%	22%	20%	19.00%	18.00%		
First contact resolution		60%	65%	70%	75%	75%		
Successful website visits	83%	84%	84%	84%	84%	84%		

Performance indicator	Performance targets (indicate if % target)						Reporting cycle	Indicator type	Main impact if indicator not met
	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	2017/18(E)	2017/18(E)			
Business Rates collected (excluding parking and miscellaneous debt)	9%	9%	9%	9%	9%	9%	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%	Monthly	Outcome	Loss of income
HB - COC & new claims processing days	16	16	10	10	10	10	Monthly	Business critical	Customer hardship
HB overpayments with no recovery action	16%	15.5%	22%	20%	19.00%	18.00%	Quarterly	Outcome	Loss of Government grant
First contact resolution		60%	65%	70%	75%	75%	Monthly	Perception	Reduced customer service
Successful website visits	83%	84%	84%	84%	84%	84%	Monthly	Business critical	Loss of income



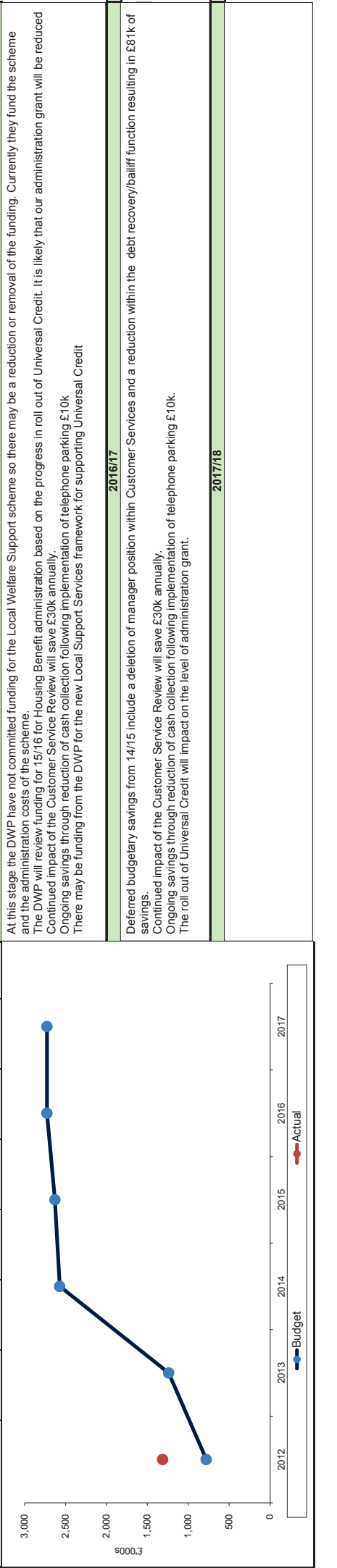
Revenue £'000s	DEPARTMENTAL BUDGET AND RESOURCES						Budget 2017/18
	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	
Revenue	11,936	11,684	12,456	9,739	9,646	9,673	
Expenditure	5,229	5,690	5,749	4,972	4,861	4,861	
Premises	63	64	39	21	21	21	
Transport	71	76	91	64	65	65	
Supplies & Services	3,416	2,928	3,346	1,459	1,470	1,491	
3rd party payments	111	280	475	467	473	479	
Support services	2,642	2,653	2,753	2,753	2,753	2,753	
Depreciation	3	3	3	3	3	3	
Revenue	10,755	10,382	11,216	7,109	6,918	6,945	
Government grants	1,030	1,795	1,826	1,448	1,231	1,231	
Reimbursements	1,030	1,175	930	930	930	930	
Customer & client receipts	5,003	5,213	6,185	2,311	2,337	2,362	
Recharges	2,013	2,194	2,275	2,520	2,520	2,520	
Reserves							
Capital Funded	780	1,313	1,240	2,630	2,728	2,728	
Council Funded Net Budget							
Capital Budget £'000s							
Budget 2012/13							
Budget 2013/14							
Budget 2014/15							
Budget 2015/16							
Budget 2016/17							
Budget 2017/18							

Summary of major budget etc changes 2014/15

The DWP have confirmed funding for 2014/15 for Housing Benefit administration. Closure of the Cash Office will yield a £30k saving. Retendering of the cash collection contract will save £20k with ongoing savings in future years through the adoption of telephone parking. Review of Welfare Benefits and New Welfare Support program will save £30k. Continued impact of the Customer Service Review will save £30k annually. £20k saving through the rationalisation of Divisional budgets £20k increase in registrars income

At this stage the DWP have not committed funding for the Local Welfare Support scheme so there may be a reduction or removal of the funding. Currently they fund the scheme and the administration costs of the scheme. The DWP will review funding for 15/16 for Housing Benefit administration based on the progress in roll out of Universal Credit. It is likely that our administration grant will be reduced Continued impact of the Customer Service Review will save £30k annually. 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

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.



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

Customer Services

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	Project Title: Customer Service review	Project Details: As part of the implementation of the customer contact electronic solution processes and resourcing will be reviewed	More efficient way of working	3	2	6
Start date 01/04/2013						
End date 31/03/2015						
Project 2	Project Title: Improve access to on-line services	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.	More efficient way of working	2	2	4
Start date 01/04/2013						
End date 31/03/2016						
Project 3	Project Title: Council Tax support scheme	Project Details: During 14/15 options for a revised scheme will be reviewed for Council decision and possible implementation for 15/16	To meet legislative requirements	2	3	6
Start date 01/04/2013						
End date 31/03/2016						
Project 4	Project Title: Implement and review Welfare Assistance Scheme	Project Details: A review of the scheme will be undertaken during 2014/15, however, there is currently uncertainty regarding future funding from 15/16	Improved resident well being	3	2	6
Start date 01/04/2013						
End date 31/03/2015						
Project 5	Project Title: Appoint a medical examiner	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.	To meet legislative requirements	2	2	4
Start date 01/04/2014						
End date 31/12/2014						
Project 6	Project Title: Local Support Services	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	To meet legislative requirements	2	2	4
Start date 01/04/2014						
End date 31/03/2016						
Project 7	Project Title: Select one major outcome	Project Details: Select one major outcome	Select one major outcome			0
Start date						
End date						
Project 8	Project Title: Select one major outcome	Project Details: Select one major outcome	Select one major outcome			0
Start date						
End date						
Project 9	Project Title: Select one major outcome	Project Details: Select one major outcome	Select one major outcome			0
Start date						
End date						
Project 10	Project Title: Select one major outcome	Project Details: Select one major outcome	Select one major outcome			0
Start date						
End date						

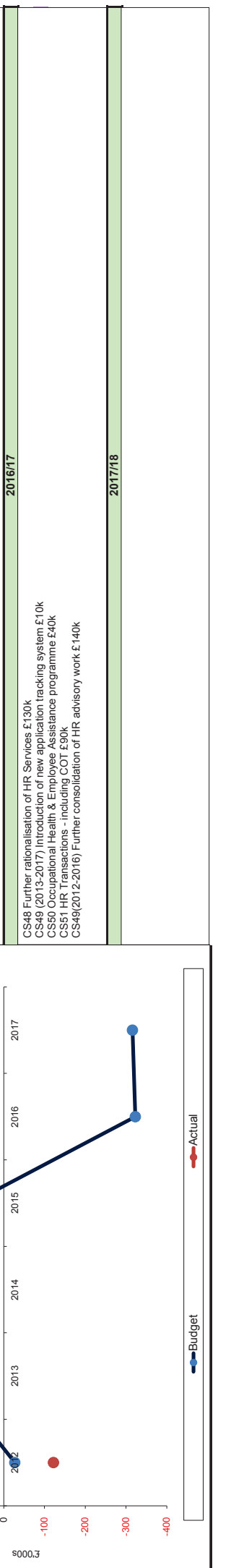
Human Resources			Anticipated demand				Planning Assumptions				The Corporate strategies your service contributes to																															
Cllr Mark Allison Cabinet Member for Finance			Anticipated demand				Planning Assumptions				The Corporate strategies your service contributes to																															
Enter a brief description of your main activities and objectives below			Anticipated demand				Planning Assumptions				The Corporate strategies your service contributes to																															
1) Support effective people management across the organisation through development of a workforce strategy/TQM people layer			Employees in Merton for HR, payroll, advice, L&D, EAP etc				2012/13				2013/14				2014/15				2015/16				2016/17				2017/18															
2) Implement and maintain efficient HR transactions for recruitment, induction, employee data, payroll, performance management, appraisal, learning and development			New recruits to be appointed				4,800				4,600				4,400				4,400				4,400				4,400				Workforce Development Plan											
3) Provide HR business partner support across the Council																																			Economic Development Strategy							
4) Produce HR metrics, analyse people-related problems and take appropriate actions																																										
5) Produce HR strategies, policy frameworks and systems to support effective people management																																										
Anticipated non-financial resources			2012/13				2013/14				2014/15				2015/16				2016/17				2017/18																			
Select anticipated resources																																										
Select anticipated resources																																										
Select anticipated resources																																										
Select anticipated resources																																										
Performance indicator			2012/13(A)				2013/14(A)				2014/15(A)				2015/16(E)				2016/17(E)				2017/18(E)																			
Time to hire			105				90				90				90				90				90				Outcome															
Sickness absence (Average days per fte)			8				7				7				7				7				7				Outcome															
% Appraisals completed			98%				98%				98%				98%				98%				98%				Outcome															
% Members L&D satisfaction			80%				81%				82%				83%				83%				83%				Outcome															

DEPARTMENTAL BUDGET AND RESOURCES											
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Actual 2013/14	Budget 2014/15	Actual 2014/15	Budget 2015/16	Actual 2015/16	Budget 2016/17	Actual 2016/17	Budget 2017/18
Expenditure	2,030	2,010	2,220	2,185	2,125	2,185	2,125	2,185	2,125	2,185	2,125
Employees	17	5	17	15	15	15	15	15	15	15	15
Premises	7	2	7	5	5	5	5	5	5	5	5
Transport	238	383	210	218	222	221	230	226	230	226	230
Supplies & Services	108	174	255	262	262	262	262	262	262	262	262
3rd party payments	482	334	533	533	533	533	533	533	533	533	533
Support services											
Depreciation											
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Actual 2013/14	Budget 2014/15	Actual 2014/15	Budget 2015/16	Actual 2015/16	Budget 2016/17	Actual 2016/17	Budget 2017/18
Government grants	2,908	3,023	3,101	3,137	3,143	3,148	3,154	3,154	3,154	3,154	3,154
Reimbursements	602	523	533	569	575	580	586	586	586	586	586
Customer & client receipts	2,307	2,506	2,566	2,566	2,566	2,566	2,566	2,566	2,566	2,566	2,566
Recharges											
Reserves											
Capital Funded											
Council Funded Net Budget	-27	-122	141	78	-323	-316					
Capital Budget £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Actual 2013/14	Budget 2014/15	Actual 2014/15	Budget 2015/16	Actual 2015/16	Budget 2016/17	Actual 2016/17	Budget 2017/18
	0	0	0	0	0	0	0	0	0	0	0

CS46 Co-locate all recruitment jobs £60k
 CS47 CRB income generation via sales to PVI £30k

CS48 Further rationalisation of HR Services £130k
 CS49 (2013-2017) introduction of new application tracking system £10k
 CS50 Occupational Health & Employee Assistance programme £40k
 CS51 HR Transactions - including COT £90k
 CS49(2012-2016) Further consolidation of HR advisory work £140k

CS49 Introduction of new application tracking system £5k



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

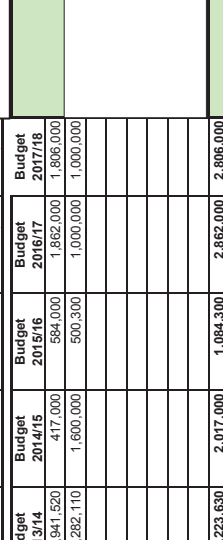
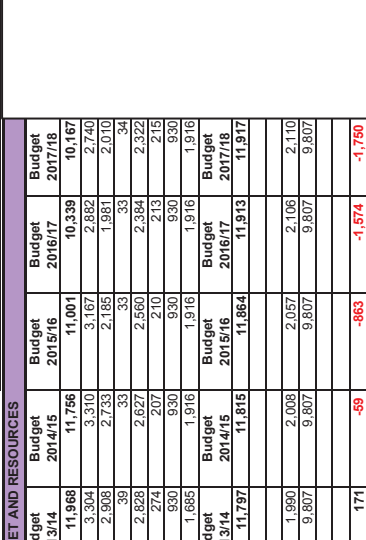
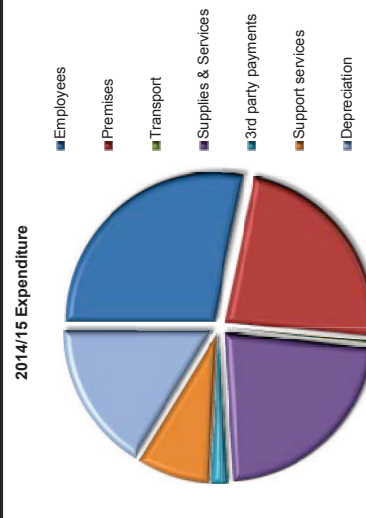
Human Resources

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Occupational Health Service		More efficient way of working		3	3	9
Employee Assistance programme		More efficient way of working		3	4	12
Flexible working - policy development and learning and development to support culture and technical change.		More efficient way of working		3	3	9
Leadership and management development		More efficient way of working		3	3	9
Centralisation of L&D and appraisal systems within iTrent system.		More efficient way of working		3	3	9
Recruitment - agency and executive search via the LBRP		More efficient way of working		3	3	9
Select one major outcome		Select one major outcome				0
Select one major outcome		Select one major outcome				0
Select one major outcome		Select one major outcome				0
Select one major outcome		Select one major outcome				0
Select one major outcome		Select one major outcome				0
Select one major outcome		Select one major outcome				0
Select one major outcome		Select one major outcome				0

Infrastructure and Transactions		Planning Assumptions						The Corporate strategies your service contributes to	
Clr Mark Allison Cabinet Member for Finance		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18		
Enter a brief description of your main activities and objectives below		600,000	806,000	800,00	800,00	800,00	800,00	Asset Management Plan	
Infrastructure and Transactions Division (I&T) is a support service made up of three functions which are:-		21,640	21,000	20,000	19,000	18,000	17,000	Customer Services Strategy	
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.		6,000	6,000	6,000	6,000	6,000	6,000	Customer Services Strategy	
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.		90,000	130,000	130,000	120,000	115,000	120,000	Customer Services Strategy	
Transitional Services - incorporates Account Payable, Accounts Receivable, Carefirst Administration and Vendor Management. Ensuring prompt and accurate payment for all goods received. Maintaining accurate records, receipt contribution to Carefirst to enhance revenue received. Maintaining accurate records, receipt contribution to Carefirst to enhance correct invoicing and reduce queries. Vendor Maintenance database is controlled, accurate and cleaned. Providing training and support for all users of the systems required for payments or invoicing.		35	35	34	29	29	28		
Performance indicator		1	2	5	4	3	0	Main impact if indicator not met	
Repairs & Maintenance ratio of Reactive to Planned		60/40	50/50	40/60	30/70	30/70	30/70	Increased costs	
Total external fee income		175,000	200,00	225,000	235,000	245,000	250,000	Loss of income	
CO2 emissions corporate buildings (tonnes)		4,050	4,200	4,100	4,000	3,900	3,800	Environmental issues	
First time fix rate for IT Service Desk		62%	63%	64%	64%	65%	65%	Reduced service delivery	
Customer Satisfaction - Incident resolution		85%	85%	90%	90%	90%	90%	Reduced customer service	
Invoices paid within 30 days of receipt by LBM		89%	91%	89%	95%	95%	95%	Reduced service delivery	
Carefirst invoices paid within 30 days from invoice date		87%	88%	89%	90%	91%	92%	Increased costs	

DEPARTMENTAL BUDGET AND RESOURCES		Performance targets (indicate if % target)						Indicator type	
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	2015/16(E)	2016/17(E)	2017/18(E)
Expenditure	11,901	14,042	11,968	11,756	10,339	10,167	Low	Low	Outcome
Employees	3,212	3,415	3,304	3,310	3,167	2,862	High	High	Output
Premises	2,938	3,249	2,908	2,733	2,185	2,140	High	High	Output
Transport	39	33	33	33	33	34	High	High	Output
Supplies & Services	2,802	3,603	2,828	2,627	2,560	2,322	High	High	Output
3rd party payments	272	103	274	207	210	213	High	High	Output
Support services	866	2,077	930	930	930	930	High	High	Output
Depreciation	1,674	1,522	1,685	1,816	1,816	1,816	High	High	Output
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	90%	90%	90%
Income	10,802	13,550	11,797	11,815	11,864	11,913	90%	91%	95%
Government grants							95%	95%	95%
Reimbursements							90%	90%	91%
Customer & client receipts							90%	90%	92%
Recharges							90%	90%	90%
Reserves									
Capital Funded									
Council Funded Net Budget	1,099	482	171	-59	-863	-1,750			

Summary of major budget etc changes		2014/15	
Information Technology	Budget	Budget	Budget
Information Technology	2012/13	2013/14	2014/15
Facilities Management	0	0	0
	0	5,223,630	2,017,000
			2,862,000
			2,862,000
			2,862,000



DEPARTMENTAL BUDGET AND RESOURCES		Performance targets (indicate if % target)						Indicator type	
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	2015/16(E)	2016/17(E)	2017/18(E)
Expenditure	11,901	14,042	11,968	11,756	10,339	10,167	Low	Low	Outcome
Employees	3,212	3,415	3,304	3,310	3,167	2,862	High	High	Output
Premises	2,938	3,249	2,908	2,733	2,185	2,140	High	High	Output
Transport	39	33	33	33	33	34	High	High	Output
Supplies & Services	2,802	3,603	2,828	2,627	2,560	2,322	High	High	Output
3rd party payments	272	103	274	207	210	213	High	High	Output
Support services	866	2,077	930	930	930	930	High	High	Output
Depreciation	1,674	1,522	1,685	1,816	1,816	1,816	High	High	Output
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	90%	90%	90%
Income	10,802	13,550	11,797	11,815	11,864	11,913	90%	91%	95%
Government grants							95%	95%	95%
Reimbursements							90%	90%	91%
Customer & client receipts							90%	90%	90%
Recharges							90%	90%	90%
Reserves									
Capital Funded									
Council Funded Net Budget	1,099	482	171	-59	-863	-1,750			

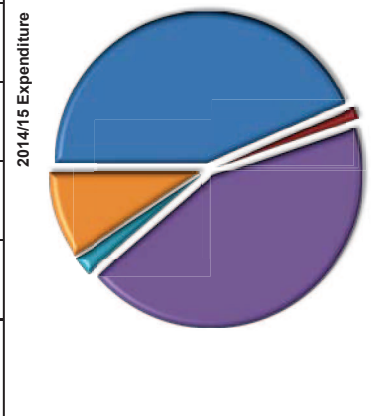
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Infrastructure and Transactions

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
<p>Project 1</p> <p>Project Title: Replacement of IT Infrastructure and desktop equipment</p> <p>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.</p>		<p>Improve the efficiency of IT systems across the whole organisation</p>		1	2	2
Start date	01/04/2013					
End date	31/03/2015					
<p>Project 2</p> <p>Project Title: Backscanning of existing paper records</p> <p>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).</p>		<p>More efficient way of working</p>		1	2	3
Start date	01/06/2014					
End date	31/03/2018					
<p>Project 3</p> <p>Project Title: Upgrading of IT Disaster Recovery Arrangements</p> <p>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.</p>		<p>Improve Disaster Recovery and Business Continuity arrangements</p>		2	3	6
Start date	01/12/2013					
End date	31/12/2014					
<p>Project 4</p> <p>Project Title: Flexible Working Programme</p> <p>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.</p>		<p>More efficient way of working</p>		2	2	4
Start date	01/04/2012					
End date	31/12/2015					
<p>Project 5</p> <p>Project Title: Refurbishment of 4 main passenger lifts at Civic Centre</p> <p>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.</p>		<p>Improved customer satisfaction</p>		1	2	2
Start date	01/10/2013					
End date	31/03/2015					
<p>Project 6</p> <p>Project Title: Energy "Invest to Save" Initiatives</p> <p>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.</p>		<p>More efficient way of working</p>		1	1	1
Start date	01/04/2007					
End date	01/04/2018					
<p>Project 7</p> <p>Project Title: Review Civic Centre Building Services & Security arrangements</p> <p>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.</p>		<p>To meet budget savings</p>		2	2	4
Start date	01/07/2013					
End date	01/04/2015					
<p>Project 8</p> <p>Project Title: Civic Centre Accommodation Strategy and Refurbishment Programme</p> <p>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.</p>		<p>More efficient way of working</p>		1	2	2
Start date						
End date						
<p>Project 9</p> <p>Project Title: Continuation of work on the Locations Layer of the Corporate TOM</p> <p>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.</p>		<p>More efficient way of working</p>		2	2	4
Start date	01/10/2013					
End date	31/03/2015					
<p>Project 10</p> <p>Project Title: Select one major outcome</p> <p>Project Details:</p>		<p>Select one major outcome</p>				0
Start date						
End date						

Resources	Planning Assumptions					2017/18	The Corporate strategies your service contributes to
	2012/13	2013/14	2014/15	2015/16	2016/17		
Cllr Mark Allison Cabinet Member for Finance Enter a brief description of your main activities and objectives below Resources is made up of four major areas of activity: Accountancy - manage financial health of the council through advice & support to officers and Members, production of council's financial accounts, revenue & budget setting, profiling, reporting & monitoring, councils day to day cash flow, insurance services, treasury management & pensions. Over the next four years we will transform by improving use of technology reviewing processes. Over the next four years we will transform by improving use of technology reviewing processes. Over the next four years we will transform by improving use of technology reviewing processes. Business Information Systems - The new financial system will be fully operational. It is envisaged that the implementation of this new financial system and the adoption of new streamlined processes - Options around exploring shared service will be explored. Systems Liaison & Development - Business & Service Planning, Performance Management (PM) & Risk Management, developing key business metrics to help services transform & facilitate multi-year planning, target resources, manage risk & integrate financial, business & performance information. Over the next four years we will improve robustness of our systems & projections, challenge services to improve their performance management to facilitate transformation, data integration & risk management. Commercial & procurement - The purpose of the Commercial Services and Procurement team is to be a strategic centre of excellence for procurement and contract management, guidance, training and advice including ownership of the Council's Procurement Strategy, involvement in key tender processes, identification of savings opportunities and commercial benefits, compliance with EU and UK procurement legislation, benchmarking and best practice and membership of the contracts register. Policy Development - Across the council promote a positive relationship with the voluntary and community sector; ensure the council meets its responsibilities under equalities & community cohesion policy; lead on effective partnership working by managing the local strategic partnership, including leading on the Stronger Communities agenda and delivery of the Sustainable Community Strategy; and provide a secretariat function for CMT and LSG.	150	23	23	147	147	Asset Management Plan	
	21	8 Reports	8 Reports	8 Reports	8 Reports	147	Capital Programme
8 Reports	8 Reports	8 Reports	8 Reports	8 Reports	23	Central Government	
8 Reports	8 Reports	8 Reports	8 Reports	8 Reports	23	Corp Equality Scheme	
2 Reports	2 Reports	2 Reports	2 Reports	2 Reports	23	Corp Procurement Strategy	
2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	Medium Term Financial Strategy	
2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	Risk Management Strategy	
67.2	67.2	67.2	67.2	67.2	67.2	Treasury Management Strategy	
67.2	67.2	67.2	67.2	67.2	67.2	Voluntary Sector Strategy	
67.2	67.2	67.2	67.2	67.2	67.2	Select Strategy delivery	

Performance indicator	Performance targets (indicate if % target)					Indicator type	Main impact if indicator not met
	2012/13(A)	2013/14(A)	2014/15(A)	2015/16(A)	2016/17(A)		
Accuracy of P8 Revenue Forecast - New	0	0	0	0	0	High	High
Accuracy of P8 (P9 to 2013/14) Capital Forecast	0	0	0	0	0	High	High
Number of Adjustments to Draft Accounts	0	0	0	0	0	Low	Business critical
Unallocated identified balances over 3 days old	0	0	0	0	0	Low	Business critical
Spend Overseen by Procurement Board	25%	30%	30%	35%	40%	High	Quality
Risk Action Plans In Place	90%	90%	90%	90%	90%	High	Outcome



DEPARTMENTAL BUDGET AND RESOURCES	2012/13		2013/14		2014/15		2015/16		2016/17		2017/18	
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual
Revenue £'000s	7,278	9,223	8,764	9,181	8,822	8,761	8,843	8,822	8,761	8,843	8,843	8,843
Expenditure	3,944	4,159	4,030	3,820	3,815	3,712	3,712	3,815	3,712	3,712	3,712	3,712
Employees	91	105	103	105	106	108	109	108	108	109	109	109
Premises	4	4	4	4	4	4	4	4	4	4	4	4
Transport	3,707	4,539	4,198	3,834	3,895	3,955	4,016	3,895	3,955	4,016	4,016	4,016
Supplies & Services	239	11	23	178	179	179	179	179	179	179	179	179
3rd party payments	743	494	823	823	823	823	823	823	823	823	823	823
Support services	0	0	0	0	0	0	0	0	0	0	0	0
Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
Revenue £'000s	7,977	8,662	7,709	7,694	7,723	7,738	7,753	7,723	7,738	7,753	7,753	7,753
Income	0	0	0	0	0	0	0	0	0	0	0	0
Government grants	0	0	0	0	0	0	0	0	0	0	0	0
Reimbursements	0	109	0	0	0	0	0	0	0	0	0	0
Customer & client receipts	856	769	804	818	818	833	848	818	833	848	848	848
Recharges	7,121	6,716	6,905	6,905	6,905	6,905	6,905	6,905	6,905	6,905	6,905	6,905
Reserves	0	867	0	0	0	0	0	0	0	0	0	0
Capital Funding	0	0	0	0	0	0	0	0	0	0	0	0
Capital Funded	751	1,487	1,055	1,099	1,099	1,043	1,099	1,099	1,043	1,099	1,099	1,099
Council Funded Net Budget	0	0	0	0	0	0	0	0	0	0	0	0
Capital System re-engineering	0	0	0	0	0	0	0	0	0	0	0	0
Financial System re-engineering	0	0	0	0	0	0	0	0	0	0	0	0

Summary of major budget etc changes 2014/15

MTFE/Business Planning: Throughout the financial year officers within the team will be compiling the Business Plan for 2015-19, this will include provision of a timetable for compilation and horizon scanning and evaluating the impact of any legislative changes. The modelling assumptions will be reviewed and detailed scenario planning undertaken. Financial System: At the start of the Financial Year it is envisaged that officers will be evaluating the tenders submitted as part of the new financial system contract. This contract will parallel run from October/December 2014 through to March 2015. The major project for the year will be its implementation, possibly as a shared service. Performance/Risk System: By the start of the financial year that the risk management element of the system will have been activated. A dashboard for senior management will be implemented to generate chosen performance and risk information. Finally, Integrated Financial and Business Monitoring will start to be achieved by quarterly updating of service planning information from September/October 2014.

2015/16

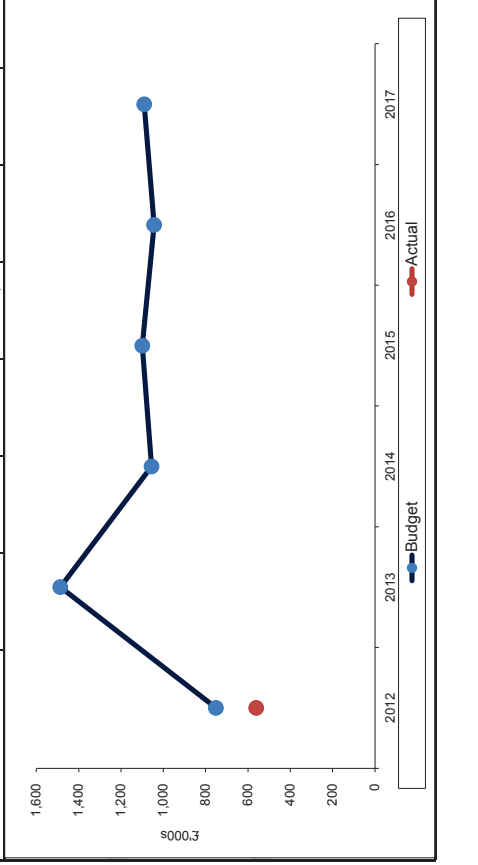
MTFE/Business Planning: Throughout the financial year officers within the team will be compiling the Business Plan for 2016-20, this will include provision of a timetable for compilation and horizon scanning and evaluating the impact of any legislative changes. The modelling assumptions will be reviewed and detailed scenario planning undertaken. Financial System: From 1 April 2015 the new financial system will be fully operational. It is envisaged that the implementation of this new financial system and the adoption of new streamlined processes - Options around exploring shared service will be explored. Savings: Savings of £174,000 will be delivered from improved cash management

2016/17

MTFE/Business Planning: Throughout the financial year officers within the team will be compiling the Business Plan for 2017-21, this will include provision of a timetable for compilation and horizon scanning and evaluating the impact of any legislative changes. The modelling assumptions will be reviewed and detailed scenario planning undertaken. Financial System: The new financial system and the adoption of new streamlined processes will facilitate the further savings below. Savings: Savings of £170,000 will be delivered a reduction of three posts and non salary budgets through improved processes resulting from a new financial system.

2017/18

MTFE/Business Planning: Throughout the financial year officers within the team will be compiling the Business Plan for 2018-22, this will include provision of a timetable for compilation and horizon scanning and evaluating the impact of any legislative changes. The modelling assumptions will be reviewed and detailed scenario planning undertaken. Savings: Savings of £78,000 will be delivered from improved processes and the appropriate charging for services

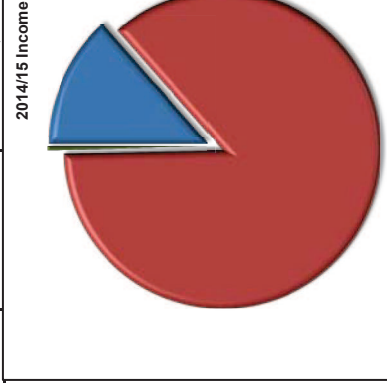
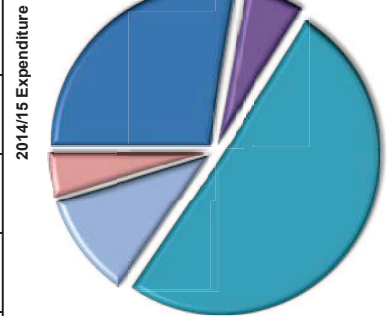


DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Project		PROJECT DESCRIPTION		Resources		MAJOR EXPECTED OUTCOME		Risk	
						Likelihood	Impact	Score	
Project 1		Evaluation of future funding levels		Financial systems re-engineering programme		To meet legislative requirements		2 2 4	
Start date	01/04/2013	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.		Procurement of a single integrated financial system to replace the suite of products that are current used to provide GL, AP, P2P & AR functions. This will involve a new chart of accounts and new ways of working, driving efficiencies throughout the organisation. The potential for joint working with neighbour boroughs is currently being investigated. Initial estimate of Go Live date 1 April 2015 - project length allows for post implementation review		More efficient way of working		3 3 9	
End date	31/03/2018	Project Title: Project Details:		Project Title: Project Details:		More efficient way of working		3 2 6	
Project 2		Develop and implement whole life costing for capital projects		Improve joint finance and business planning		More efficient way of working		2 2 4	
Start date	01/09/2014	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 template to selected schemes		The project requires the quarterly update of service plans scheduled to start with September 2014 information following the implementation of the new performance and risk management system		More efficient way of working		2 2 4	
End date	31/03/2016	Project Title: Project Details:		Project Title: Project Details:		More efficient way of working		2 2 4	
Project 3		Evaluation of different models of funding the capital programme		Fully implement the new performance/risk management IT system		Required to deliver options for the MTFS		2 2 4	
Start date	01/07/2014	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.		Implementation of a cloud based system for the management and governance of performance and risk information known as Covalent. The earlier phases of the project are now complete, this financial year the three final phases will be completed: 1) The transfer of risk registers will be completed by the end of May 2014 2) The roll out of the system for use in monitoring local performance indicators 3) The provision of screen icons to senior management for performance and risk information.		More efficient way of working		2 2 4	
End date	31/03/2016	Project Title: Project Details:		Project Title: Project Details:		More efficient way of working		2 2 4	
Project 4		Capital Review		Recharge Review		More efficient way of working		2 2 4	
Start date	01/04/2014	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.		Annual reviews of recharges have been undertaken. These have tended to be tactical. In 2014/15 a full scale strategic review will be undertaken. The project will need to dovetail with work undertaken to develop and implement the new financial system.		More efficient way of working		3 2 6	
End date	31/03/2015	Project Title: Project Details:		Project Title: Project Details:		More efficient way of working		3 2 6	
Project 5		Select one major outcome		Select one major outcome		Select one major outcome		0 0 0	
Start date		Project Title: Project Details:		Project Title: Project Details:		Select one major outcome		0 0 0	
End date		Project Title: Project Details:		Project Title: Project Details:		Select one major outcome		0 0 0	

Safer Merton Cllr Edith-Joan Macauley Cabinet Member for Engagement & Equality	Planning Assumptions										The Corporate strategies your service contributes to	
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Enter a brief description of your main activities and objectives below	Population											
Safer Merton is a partnership of the statutory, voluntary and business sector partners who work together to combat crime & disorder and increase safety & 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	2012/13: 550, 2013/14: 600, 2014/15: 600, 2015/16: 600, 2016/17: 600, 2017/18: 216,806											
• Tackling anti social behaviour and domestic violence	2012/13: 105, 2013/14: 117, 2014/15: 129, 2015/16: 141, 2016/17: 153, 2017/18: 275											
• Managing Neighbourhood Watch	2012/13: 205, 2013/14: 250, 2014/15: 275, 2015/16: 275, 2016/17: 275, 2017/18: 275											
• The provision of school officers, CCTV and offender work	2012/13: 24, 2013/14: 24, 2014/15: 24, 2015/16: 24, 2016/17: 24, 2017/18: 24											
• Other support and commissioned services are part of the teams remit as well as ensuring that the council is compliant with legislation.	2012/13: 24, 2013/14: 24, 2014/15: 24, 2015/16: 24, 2016/17: 24, 2017/18: 24											
• The service is managed through the council, and delivered by Police officers, joint health staff, voluntary sector and community.	2012/13: 24, 2013/14: 24, 2014/15: 24, 2015/16: 24, 2016/17: 24, 2017/18: 24											
• A duty to establish a crime and disorder partnership	2012/13: 24, 2013/14: 24, 2014/15: 24, 2015/16: 24, 2016/17: 24, 2017/18: 24											
• Complete an annual strategic assessment and agree a plan with partners in response	2012/13: 24, 2013/14: 24, 2014/15: 24, 2015/16: 24, 2016/17: 24, 2017/18: 24											
• Respond to and deal with crime and disorder through evidence based analytical work	2012/13: 24, 2013/14: 24, 2014/15: 24, 2015/16: 24, 2016/17: 24, 2017/18: 24											
• Delivering Anti-Social Behaviour actions and interventions	2012/13: 24, 2013/14: 24, 2014/15: 24, 2015/16: 24, 2016/17: 24, 2017/18: 24											
• Specific duties around Domestic Violence.	2012/13: 24, 2013/14: 24, 2014/15: 24, 2015/16: 24, 2016/17: 24, 2017/18: 24											

Performance Indicator	Performance targets (Indicate if % target)										Polarity	Reporting cycle	Indicator type	Main Impact if indicator not met
	2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	2017/18(E)	2018/19(E)	2019/20(E)	2020/21(E)	2021/22(E)				
% of ASB cases in line with the national standard time	95	95	95	95	95	95	95	95	95	95	Low	Monthly	Business critical	Anti social behaviour
% CCTV cameras operational	95	95	95	95	95	95	95	95	95	95	High	Monthly	Outcome	Reputational risk
Proportion who successfully complete treatment and do not re present	33	34	35	36	37	37	37	37	37	37	High	Quarterly	Outcome	Safeguarding issues
% of residents worried about drunk & rowdy behaviour (ARS)	43	42	41	40	39	39	39	39	39	39	Low	Annual	Perception	Reputational risk
% of residents worried about ASB (ARS)	45	44	43	42	41	41	41	41	41	41	Low	Annual	Perception	Reputational risk
% of residents worried about crime (ARS)	52	51	50	49	48	48	48	48	48	48	Low	Annual	Perception	Reputational risk
No. Multi Agency Risk Assessment cases (domestic abuse)	105	117	129	141	153	153	153	153	153	153	High	Monthly	Business critical	Breach statutory duty
No. of One Stop Shop sessions	46	46	46	46	46	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	27	27	27	27	27	High	Quarterly	Business critical	Reduced service delivery
% of residents worried about drug users (ARS)	34	33	32	31	30	30	30	30	30	30	Low	Annual	Perception	Reputational risk
% of residents feeling well informed about tracking ASB (ARS)	29	30	31	32	33	33	33	33	33	33	High	Annual	Perception	Reputational risk



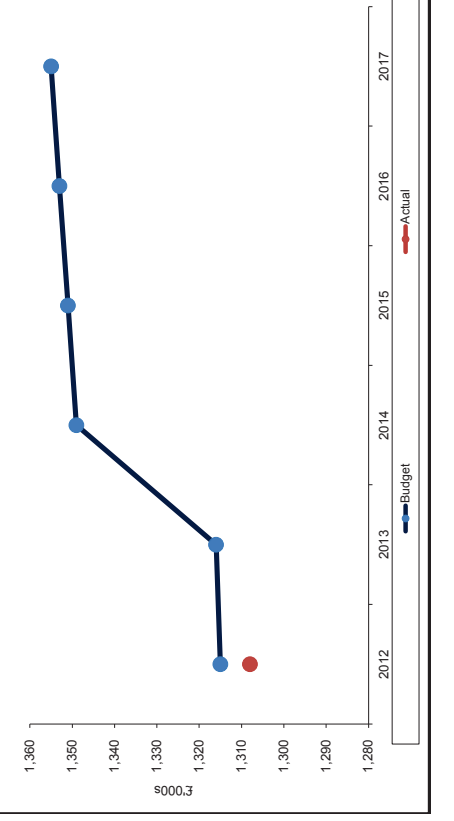
DEPARTMENTAL BUDGET AND RESOURCES									
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2016/17	Budget 2017/18
Expenditure	3,203	3,080	3,204	3,052	3,054	3,056	3,058		
Employees	1,101	895	1,012	840	840	840	840		
Premises	5	4	4	4	4	4	4		
Transport	7	2	7	7	7	7	7		
Supplies & Services	161	201	179	179	179	179	179		
3rd party payments	1,467	1,455	1,568	1,553	1,555	1,557	1,559		
Transfer payments	0	0	0	0	0	0	0		
Client receipts	358	420	330	330	330	330	330		
Support services	104	104	104	139	139	139	139		
Depreciation	0	0	0	0	0	0	0		
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18		
Income	1,888	1,772	1,888	1,703	1,703	1,703	1,703		
Government grants	322	260	317	230	230	230	230		
Reimbursements	1,464	1,610	1,539	1,467	1,467	1,467	1,467		
Customer & client receipts	76	5	6	6	6	6	6		
Recharges	0	0	0	0	0	0	0		
Reserves	26	-103	26	0	0	0	0		
Capital Funded	0	0	0	0	0	0	0		
Council Funded Net Budget	1,315	1,308	1,316	1,349	1,351	1,351	1,351		
Capital Budget £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18		
	0	0	25,000	145,000	145,000	145,000	145,000		

Summary of major budget etc. changes 2014/15

2015/16

2016/17

2017/18



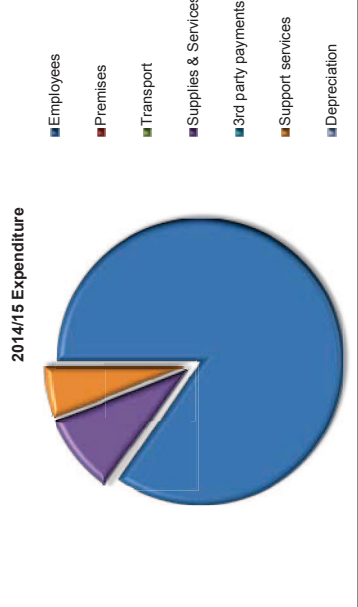
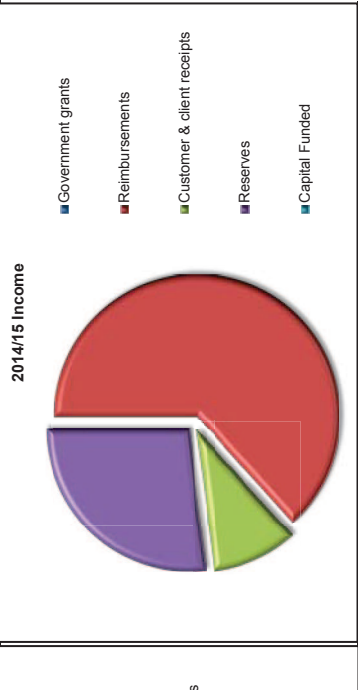
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Safer Merton

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	Project Title: Project Details: Finding ways to limit the impact of the loss of grants from Central government and Mayors office	2013	To meet legislative requirements	4	2	8
Start date		on going				
End date						
Project 2	Project Title: Project Details: ASB changes This is the changes in definition regarding Anti-Social Behaviour (although this is still awaiting defining from Central Government)	2012	To meet legislative requirements	4	3	12
Start date		on going				
End date						
Project 3	Project Title: Project Details: Select one major outcome		Select one major outcome			0
Start date						
End date						
Project 4	Project Title: Project Details: Select one major outcome		Select one major outcome			0
Start date						
End date						
Project 5	Project Title: Project Details: Select one major outcome		Select one major outcome			0
Start date						
End date						
Project 6	Project Title: Project Details: Select one major outcome		Select one major outcome			0
Start date						
End date						
Project 7	Project Title: Project Details: Select one major outcome		Select one major outcome			0
Start date						
End date						
Project 8	Project Title: Project Details: Select one major outcome		Select one major outcome			0
Start date						
End date						
Project 9	Project Title: Project Details: Select one major outcome		Select one major outcome			0
Start date						
End date						
Project 10	Project Title: Project Details: Select one major outcome		Select one major outcome			0
Start date						
End date						

Legal Services	DEPARTMENTAL BUDGET AND RESOURCES													
	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18
Cllr Mark Allison Cabinet Member for Finance Enter a brief description of your main activities and objectives below 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. There will continue to be a shared service over the coming 3 years.														
Revenue £'000s	2,493	3,085	2,793	4,870	4,874	4,878	4,881	2,493	3,085	2,793	4,870	4,874	4,878	4,881
Expenditure	2,493	3,085	2,793	4,870	4,874	4,878	4,881	2,493	3,085	2,793	4,870	4,874	4,878	4,881
Government grants	1,098	1,252	1,347	3,083	3,085	3,086	3,087	1,098	1,252	1,347	3,083	3,085	3,086	3,087
Reimbursements	135	576	135	476	478	481	483	135	576	135	476	478	481	483
Customer & client receipts	1,260	1,257	1,311	1,311	1,311	1,311	1,311	1,260	1,257	1,311	1,311	1,311	1,311	1,311
Reserves														
Capital Funded														
Council Funded Net Budget	12	-35	20	29	29	29	30	12	-35	20	29	29	29	30
Capital Budget £'000s														
Legal Case Management			226,100							226,100				
	0	0	0	226,100	0	0	0	0	0	226,100	0	0	0	0

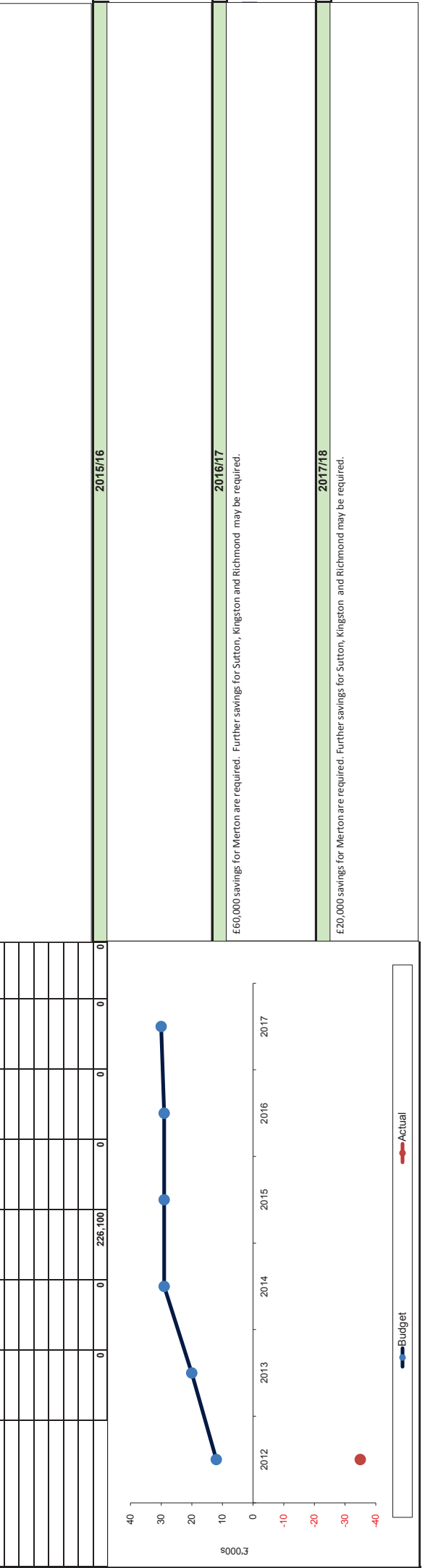
The Corporate strategies your service contributes to	Planning Assumptions											
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	Chargeable hours for Merton	18602	18602	18602	19337	18,202	→	Chargeable hours for Richmond	18602	18602	19337	→
Chargeable hours for Sutton				26819			Chargeable hours for Kingston			16931		
Anticipated non financial resources	40,58	40,58	40,58	87.5	86.5	85.5	Staff (FTE)	1	4	4	4	→
Staff (Trainees)							Select anticipated resources					
Select anticipated resources												
Performance indicator	Performance targets (indicate if % target)											
Chargeable hours	2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	2017/18(E)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not met		
	37204	36404	82424	82424	→	→					High	Monthly



Summary of major budget etc changes 2014/15

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

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



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

Legal Services

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	Shared service 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	Project Title:	Improved customer satisfaction	2	2	4
Start date		01/04/2014				
End date	31/03/2016	Project Details:				
Project 2	Smarter Working 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	Project Title:	More efficient way of working	2	1	2
Start date		01/04/2014				
End date	31/03/2016	Project Details:				
Project 3	Delivering Savings To deliver £80,000 of savings to Merton and such savings as required by Sutton, Kingston and Richmond	Project Title:	To meet budget savings			0
Start date		01/04/2015				
End date	31/03/2018	Project Details:				
Project 4		Project Title:	Select one major outcome			0
Start date						
End date		Project Details:				
Project 5		Project Title:	Select one major outcome			0
Start date						
End date		Project Details:				
Project 6		Project Title:	Select one major outcome			0
Start date						
End date		Project Details:				
Project 7		Project Title:	Select one major outcome			0
Start date						
End date		Project Details:				
Project 8		Project Title:	Select one major outcome			0
Start date						
End date		Project Details:				
Project 9		Project Title:	Select one major outcome			0
Start date						
End date		Project Details:				
Project 10		Project Title:	Select one major outcome			0
Start date						
End date		Project Details:				

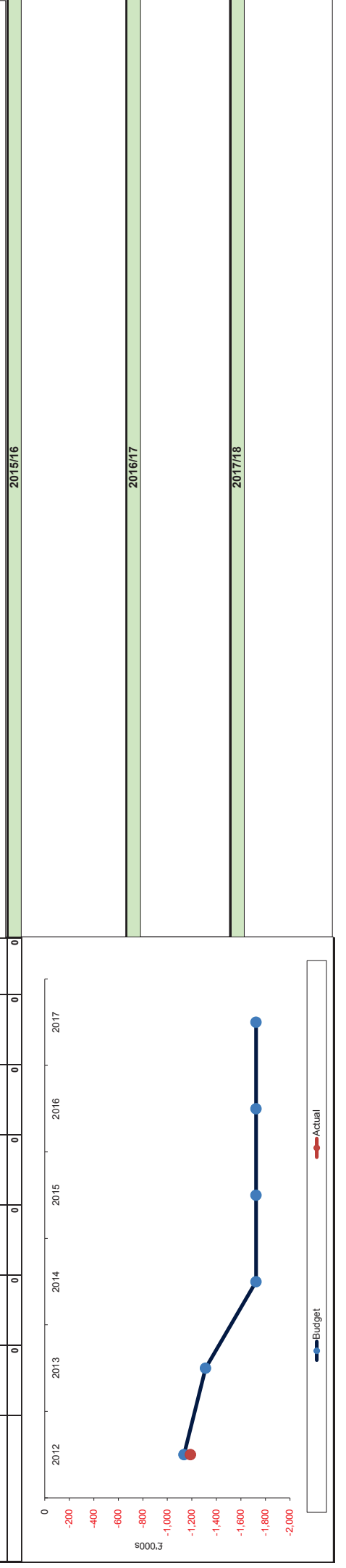
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Sustainable Communities

Commercial Services (Waste Operations)	Planning Assumptions										The Corporate strategies your service contributes to
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2012/13	2013/14	2014/15	2015/16	
Cllr Judy Saunders Cabinet Member for Performance & Implementation											
Enter a brief description of your main activities and objectives below											Waste Management Plan
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".											Climate Change Strategy
											Medium Term Financial Strategy
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. Meriton 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											

DEPARTMENTAL BUDGET AND RESOURCES														
Revenue £'000s	Budget 2012/13		Actual 2012/13		Budget 2013/14		Budget 2014/15		Budget 2015/16		Budget 2016/17		Budget 2017/18	
	Expenditure	719	385	711	556	556	556	556	556	556	556	556	556	556
Employees	406	291	401	326	326	326	326	326	326	326	326	326	326	
Premises	0	0	0	0	0	0	0	0	0	0	0	0	0	
Transport	206	23	205	128	128	128	128	128	128	128	128	128	128	
Supplies & Services	62	32	62	62	62	62	62	62	62	62	62	62	62	
3rd party payments	0	0	0	0	0	0	0	0	0	0	0	0	0	
Transfer payments	0	0	0	0	0	0	0	0	0	0	0	0	0	
Support services	38	38	36	36	36	36	36	36	36	36	36	36	36	
Depreciation	1	1	1	0	0	0	0	0	0	0	0	0	0	
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	
Government grants	1,855	1,574	2,022	2,279	2,279	2,279	2,279	2,279	2,279	2,279	2,279	2,279		
Reimbursements	0	0	0	0	0	0	0	0	0	0	0	0		
Customer & client receipts	1,855	1,574	2,022	2,272	2,272	2,272	2,272	2,272	2,272	2,272	2,272	2,272		
Recharges	0	0	0	0	0	0	0	0	0	0	0	0		
Reserves	0	0	0	0	0	0	0	0	0	0	0	0		
Capital Funded	-1,136	-1,189	-1,311	-1,723	-1,723	-1,723	-1,723	-1,723	-1,723	-1,723	-1,723	-1,723		
Council Funded Net Budget	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	
Capital Budget £'000s	0	0	0	0	0	0	0	0	0	0	0	0	0	

Summary of major budget etc. changes 2014/15												
ER25=£250K; EN13=£56K												
2015/16												
2016/17												
2017/18												

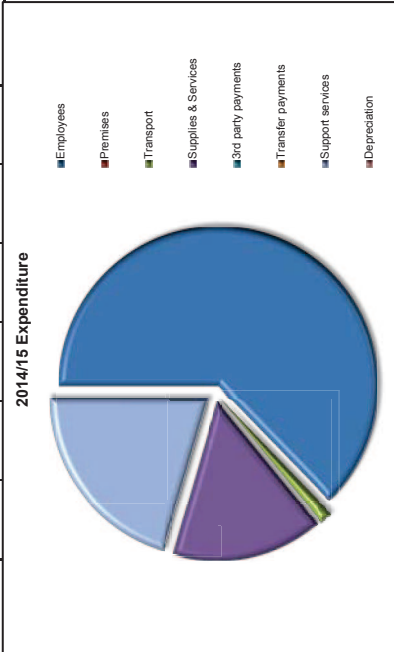
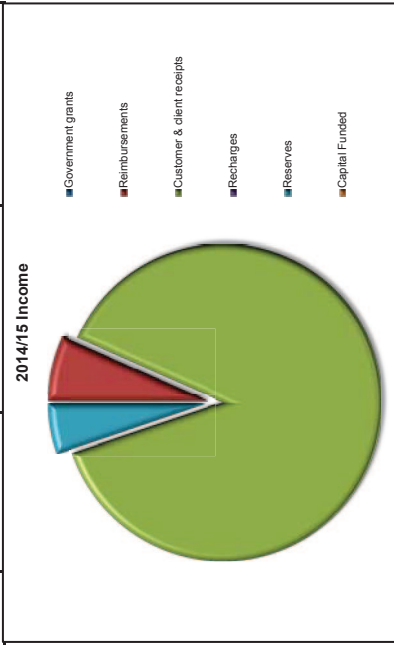


DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

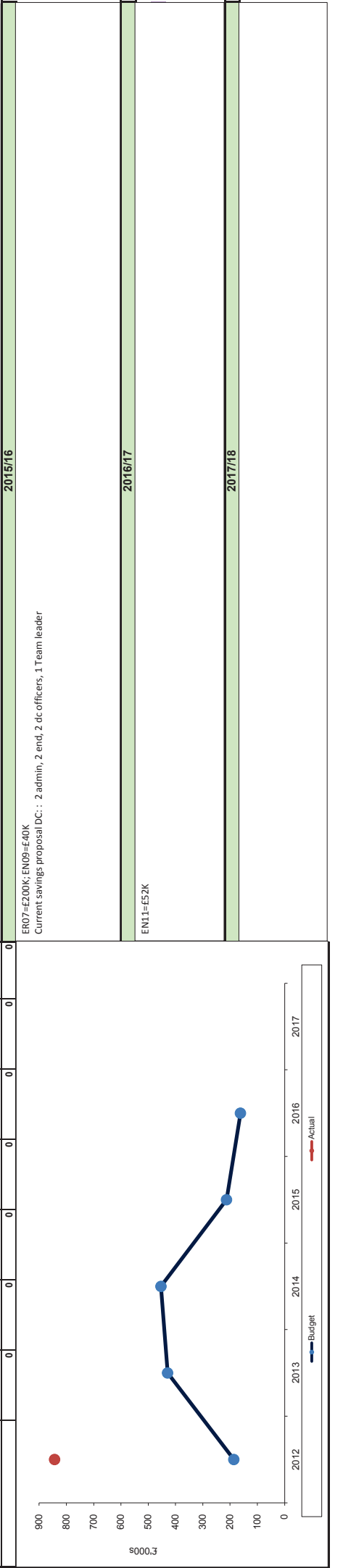
Commercial Services (Waste Operations)

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	Project Title:	More efficient way of working		0	0	0
Start date	Project Details:					
End date						
Project 2	Project Title:	Income generation		0	0	0
Start date	Project Details:					
End date						
Project 3	Project Title:	More efficient way of working		0	0	0
Start date	Project Details:					
End date						
Project 4	Project Title:	Improved resident well being		0	0	0
Start date	Project Details:					
End date						
Project 5	Project Title:	Select one major outcome				0
Start date	Project Details:					
End date						
Project 6	Project Title:	Select one major outcome				0
Start date	Project Details:					
End date						
Project 7	Project Title:	Select one major outcome				0
Start date	Project Details:					
End date						
Project 8	Project Title:	Select one major outcome				0
Start date	Project Details:					
End date						
Project 9	Project Title:	Select one major outcome				0
Start date	Project Details:					
End date						
Project 10	Project Title:	Select one major outcome				0
Start date	Project Details:					
End date						

Development and Building Control	Anticipated demand				Planning Assumptions				The Corporate strategies your service contributes to																																																																																																																											
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18																																																																																																																								
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration	Enter a brief description of your main activities and objectives below																																																																																																																																			
Building Control	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.																																																																																																																																			
Development Control	Assess and determine planning applications against the adopted policies for the built environment contained within the council's Core Strategy. Implement the Mayor, Community Infrastructure Levy (CIL) charging regime.																																																																																																																																			
Objectives	<ul style="list-style-type: none"> - continue to concentrate on the commercialisation of the Building Control (BC) service and maintain or improve the market share - review the pre-application charging regime for Development Control (DC) and to investigate whether additional income generation is possible. 																																																																																																																																			
Performance indicator	<table border="1"> <thead> <tr> <th colspan="4">Performance targets (indicate if % target)</th> <th colspan="4">Polarity</th> <th colspan="4">Indicator type</th> </tr> <tr> <th>2012/13(A)</th> <th>2013/14(A)</th> <th>2014/15(A)</th> <th>2015/16(E)</th> <th>2016/17(E)</th> <th>2017/18(E)</th> <th>2012/13</th> <th>2013/14</th> <th>2014/15</th> <th>2015/16</th> <th>2016/17</th> <th>2017/18</th> </tr> </thead> <tbody> <tr> <td>60</td> <td>60</td> <td>45</td> <td>35</td> <td>30</td> <td>30</td> <td>High</td> <td>Quality</td> <td>Quality</td> <td>High</td> <td>Monthly</td> <td>Quality</td> </tr> <tr> <td>65</td> <td>65</td> <td>50</td> <td>40</td> <td>35</td> <td>35</td> <td>High</td> <td>Quality</td> <td>Quality</td> <td>High</td> <td>Monthly</td> <td>Quality</td> </tr> <tr> <td>80</td> <td>80</td> <td>75</td> <td>60</td> <td>55</td> <td>55</td> <td>High</td> <td>Quality</td> <td>Quality</td> <td>High</td> <td>Monthly</td> <td>Quality</td> </tr> <tr> <td>35</td> <td>35</td> <td>40</td> <td>50</td> <td>55</td> <td>55</td> <td>Low</td> <td>Perception</td> <td>Perception</td> <td>Low</td> <td>Quarterly</td> <td>Perception</td> </tr> <tr> <td>£1.97m</td> <td>£1.97m</td> <td>£1.97m</td> <td>£1.97m</td> <td>£1.97m</td> <td>£1.97m</td> <td>High</td> <td>Business critical</td> <td>Business critical</td> <td>High</td> <td>Monthly</td> <td>Business critical</td> </tr> <tr> <td>85</td> <td>80</td> <td>75</td> <td>75</td> <td>75</td> <td>75</td> <td>High</td> <td>Loss of income</td> <td>Loss of income</td> <td>High</td> <td>Monthly</td> <td>Loss of income</td> </tr> <tr> <td>80</td> <td>80</td> <td>75</td> <td>45</td> <td>45</td> <td>45</td> <td>High</td> <td>Quality</td> <td>Quality</td> <td>High</td> <td>Quarterly</td> <td>Quality</td> </tr> <tr> <td>600</td> <td>600</td> <td>550</td> <td>300</td> <td>300</td> <td>300</td> <td>High</td> <td>Quality</td> <td>Quality</td> <td>High</td> <td>Quarterly</td> <td>Quality</td> </tr> </tbody> </table>												Performance targets (indicate if % target)				Polarity				Indicator type				2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	2017/18(E)	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	60	60	45	35	30	30	High	Quality	Quality	High	Monthly	Quality	65	65	50	40	35	35	High	Quality	Quality	High	Monthly	Quality	80	80	75	60	55	55	High	Quality	Quality	High	Monthly	Quality	35	35	40	50	55	55	Low	Perception	Perception	Low	Quarterly	Perception	£1.97m	£1.97m	£1.97m	£1.97m	£1.97m	£1.97m	High	Business critical	Business critical	High	Monthly	Business critical	85	80	75	75	75	75	High	Loss of income	Loss of income	High	Monthly	Loss of income	80	80	75	45	45	45	High	Quality	Quality	High	Quarterly	Quality	600	600	550	300	300	300	High	Quality	Quality	High	Quarterly	Quality
Performance targets (indicate if % target)				Polarity				Indicator type																																																																																																																												
2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	2017/18(E)	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18																																																																																																																									
60	60	45	35	30	30	High	Quality	Quality	High	Monthly	Quality																																																																																																																									
65	65	50	40	35	35	High	Quality	Quality	High	Monthly	Quality																																																																																																																									
80	80	75	60	55	55	High	Quality	Quality	High	Monthly	Quality																																																																																																																									
35	35	40	50	55	55	Low	Perception	Perception	Low	Quarterly	Perception																																																																																																																									
£1.97m	£1.97m	£1.97m	£1.97m	£1.97m	£1.97m	High	Business critical	Business critical	High	Monthly	Business critical																																																																																																																									
85	80	75	75	75	75	High	Loss of income	Loss of income	High	Monthly	Loss of income																																																																																																																									
80	80	75	45	45	45	High	Quality	Quality	High	Quarterly	Quality																																																																																																																									
600	600	550	300	300	300	High	Quality	Quality	High	Quarterly	Quality																																																																																																																									
Anticipated non financial resources	<table border="1"> <thead> <tr> <th>2012/13</th> <th>2013/14</th> <th>2014/15</th> <th>2015/16</th> <th>2016/17</th> <th>2017/18</th> </tr> </thead> <tbody> <tr> <td>36</td> <td>37</td> <td>37</td> <td>33</td> <td>25</td> <td>24</td> </tr> </tbody> </table>												2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	36	37	37	33	25	24																																																																																																												
2012/13	2013/14	2014/15	2015/16	2016/17	2017/18																																																																																																																															
36	37	37	33	25	24																																																																																																																															
Capital Programmes	<ul style="list-style-type: none"> Asset Management Plan Unitary Development Plan Core Planning Strategy Community Plan Housing Strategy Central Government E. Merton & Mitcham Neighbourhood Renewal Local Development Framework Capital Programme 																																																																																																																																			
Main impact if indicator not met	<ul style="list-style-type: none"> Reduced service delivery Reduced service delivery Reduced service delivery Reputational risk Loss of income Reduced service delivery Reduced service delivery 																																																																																																																																			



DEPARTMENTAL BUDGET AND RESOURCES			
Revenue £'000s	Actual	Budget	Budget
Expenditure	2012/13	2013/14	2014/15
Employees	1,562	1,573	1,576
Premises	2	2	2
Transport	32	32	32
Supplies & Services	248	302	386
3rd party payments	0	0	0
Transfer payments	2	2	2
Support services	486	536	514
Depreciation	0	0	0
Revenue £'000s	2,144	2,054	2,059
Government grants	106	67	134
Reimbursements	1,935	1,404	1,819
Customer & client receipts	0	0	0
Recharges	0	0	0
Reserves	0	122	104
Capital Funded	0	0	0
Council Funded Net Budget	186	843	453



EN06=E73K
HPDG grant expires June 2014(2 DC officers)

EN07=E200K;EN09=E40K
Current savings proposal DC : 2 admin, 2 end, 2 dc officers, 1 Team leader

EN11=E52K

Summary of major budget etc. changes 2014/15

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

Development and Building Control

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	Project Title: Project Details: This is to ensure Building Control is more commercial aware in a more competitive market.	2013-14	Commercialisation of Building Control	3	2	6
End date		2014-15				
Project 2	Project Title: Project Details: This is introducing mobile and home working to the teams.	2014-15	Mobile/Home working	2	2	4
End date		2014-15				
Project 3	Project Title: Project Details: Introduction of CLL IT system, either M3 or bespoke bolt on.	2014-3	Select one major outcome	3	2	6
End date		2014-5				
Project 4	Project Title: Project Details:		Select one major outcome			0
End date						
Project 5	Project Title: Project Details:		Select one major outcome			0
End date						
Project 6	Project Title: Project Details:		Select one major outcome			0
End date						
Project 7	Project Title: Project Details:		Select one major outcome			0
End date						
Project 8	Project Title: Project Details:		Select one major outcome			0
End date						
Project 9	Project Title: Project Details:		Select one major outcome			0
End date						
Project 10	Project Title: Project Details:		Select one major outcome			0
End date						

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

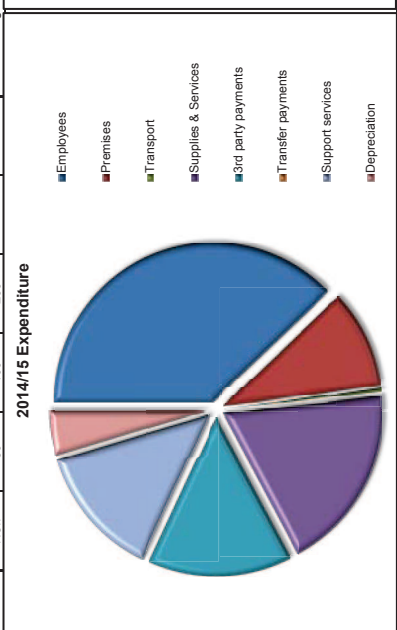
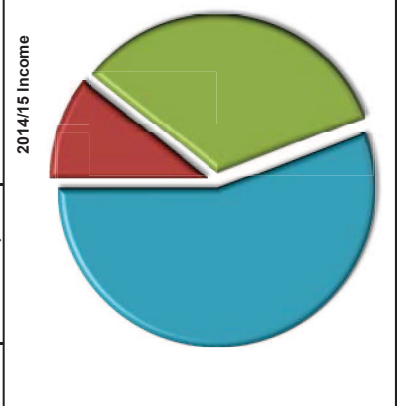
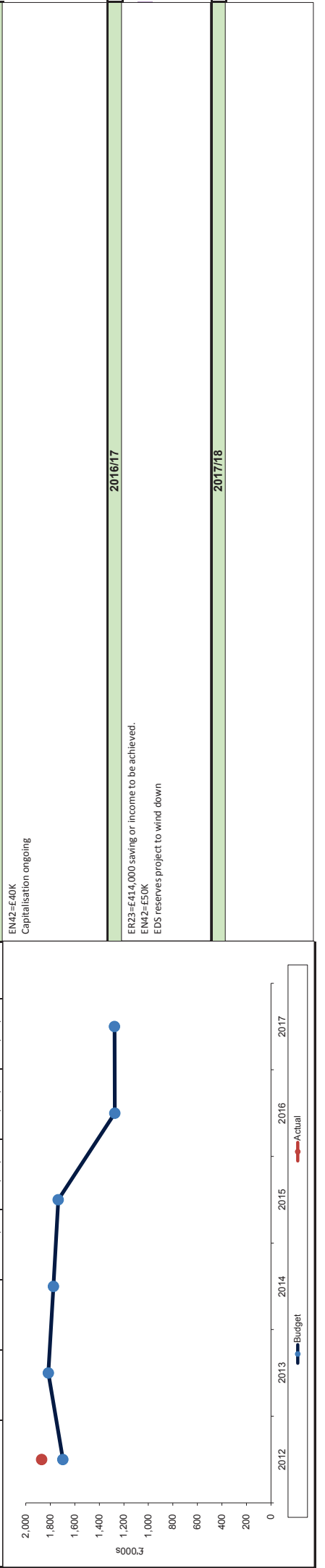
Environmental Health, Trading Standards & Licensing

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Development of shared 'regulatory' service		To meet budget savings				0
Project 1	Project Title:					
Start date	Project Details:					
End date						
2012						
2014						
Project 2	Project Title:	Implementation of 'Flexible Working' across section				0
Start date	Project Details:					
End date						
2014						
2015						
Project 3	Project Title:	Roll-out of London-wide 'Feeding Stuffs' Protocol				0
Start date	Project Details:					
End date						
2014						
2015						
Project 4	Project Title:	Work with Public Health England to deliver 'Healthy Catering Commitment'				0
Start date	Project Details:					
End date						
2014						
2015						
Project 5	Project Title:	Launch 'Healthier Workplace Commitment' with Public Health England				0
Start date	Project Details:					
End date						
2014						
2015						
Project 6	Project Title:	Investigation of contaminated land at Marlowe Square				0
Start date	Project Details:					
End date						
2013						
2015						
Project 7	Project Title:	Improve Air Quality in Willow Lane Industrial Estate				0
Start date	Project Details:					
End date						
Project 8	Project Title:	Select one major outcome				0
Start date	Project Details:					
End date						
Project 9	Project Title:	Select one major outcome				0
Start date	Project Details:					
End date						
Project 10	Project Title:	Select one major outcome				0
Start date	Project Details:					
End date						

Future Merton		Planning Assumptions						The Corporate strategies your service contributes to											
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18						
Enter a brief description of your main activities and objectives below		Population						216,806											
To deliver the council's regeneration plans, prioritising areas for regeneration and investment and to:		Actual businesses in borough						8,100											
<ul style="list-style-type: none"> develop new spatial planning policies to support regeneration objectives develop site assembly requirements to support regeneration and development 		Planning / Regen caseload						Open Spaces Strategy											
<ul style="list-style-type: none"> develop sustainable development policies to support Merton's commitment to carbon reduction develop urban design frameworks to support regeneration and increase design quality in the borough develop projects as set out in our Economic Development and Climate Change Strategies and the Regeneration Delivery Plan attract developer and inward investment, public sector funding and support to deliver our regeneration. 		Staff (FTE)						23											
<ul style="list-style-type: none"> to develop transport policies and secure external funding from Transport for London (TfL) to deliver improvements to Merton's public realm deliver regeneration projects in Mitcham and Colliers Wood using the Mayor of London's Funding adopt Planning Briefs to aid marketing and disposal of Broadway car park, Wimbledon (P4), Morden Station Planning Brief (11M0). Lead on Major Planning Developments (AFC Wimbledon / YMCA / Colliers Wood Tower) LBM lead on emerging estate regeneration proposals in partnership with Circle MPH 		Anticipated non financial resources						2017/18											
Performance indicator New homes target (number per year) Town centre vacancy rates (% of units vacant) Lic. made share for walking + cycling (% inc from 35-40% base 2012) Emissions reduction from buildings (% from 2009 baseline) Reduction in KS1's road traffic accidents (Number of incidents) Modal increase in cycling (% increase) Number of new jobs created through EDS&SAP Number of new jobs created, number that are apprentices Number of new businesses created as part of EDS/MSSS (Cumulative)		2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	2017/18(E)	2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	2017/18(E)	2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	2017/18(E)
		370	320	320	411	411	370	320	320	411	411	411	370	320	320	411	411	411	
		12	10	10	10	9	12	10	10	10	9	8	12	10	10	9	8	8	
		0.00	0.40	0.2	0.2	0.2	0.00	0.40	0.2	0.2	0.2	0.2	0.00	0.40	0.2	0.2	0.2	0.2	
		4.0	6.5	9.0	11.5	12.0	4.0	6.5	9.0	11.5	12.0	12.5	4.0	6.5	9.0	11.5	12.0	12.5	
		56	54	44	39	37	56	54	44	39	37	34	56	54	44	39	34	34	
		2	3	4	5	7	2	3	4	5	7	10	2	3	4	5	7	10	
		New	150	300	450	600	New	150	300	450	600	0	New	150	300	450	600	0	
		New	40	60	80	100	New	40	60	80	100	0	New	40	60	80	100	0	
		New	50	100	200	300	New	50	100	200	300	0	New	50	100	200	300	0	

DEPARTMENTAL BUDGET AND RESOURCES											
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15
Expenditure	2,927	3,140	3,198	2,683	2,271	2,273	2,273	2,927	3,140	3,198	2,683
Employees	1,104	1,157	1,015	1,015	601	601	601	1,104	1,157	1,015	1,015
Premises	126	275	289	270	270	270	270	126	275	289	270
Transport	6	3	9	9	9	9	9	6	3	9	9
Supplies & Services	719	610	509	509	509	509	509	719	610	509	509
3rd party payments	555	644	751	395	397	399	399	555	644	751	395
Transfer payments	344	378	363	363	363	363	363	344	378	363	363
Support services	73	73	122	122	122	122	122	73	73	122	122
Depreciation	0	0	0	0	0	0	0	0	0	0	0
Revenue	1,229	1,269	1,382	907	997	997	997	1,229	1,269	1,382	907
Government grants	218	285	118	98	98	98	98	218	285	118	98
Reimbursements	691	362	306	346	396	396	396	691	362	306	346
Customer & client receipts	272	602	958	505	505	505	505	272	602	958	505
Recharges	0	0	0	0	0	0	0	0	0	0	0
Reserves	48	48	48	48	48	48	48	48	48	48	48
Capital Funded	0	0	0	0	0	0	0	0	0	0	0
Council Funded Net Budget	1,688	1,871	1,816	1,736	1,274	1,274	1,276	1,688	1,871	1,816	1,736
Capital Budget £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15
Regeneration Partnerships	829,860	829,860	4,280,860	1,378,000	1,037,000	1,037,000	1,037,000	829,860	829,860	4,280,860	1,378,000
Plans and Projects	74,080	74,080	74,080	74,080	74,080	74,080	74,080	74,080	74,080	74,080	74,080
	0	0	903,750	4,360,860	1,378,000	1,037,000	1,037,000	0	0	903,750	4,360,860

Summary of major budget etc changes		2014/15	2015/16	2016/17	2017/18
EN41=£40K	Rediscover Mitcham and Colliers Wood MRF Capital Spend to increase HPDGC possibly deployed to increase staff (off revenue) or achieve savings.				
EN43=£60K	Potential capital investment for Mini-Hollands - new cycle team				
	Greater income from Pre-Application charging				
EN42=£40K	Capitalisation ongoing				
ER23=£414,000	saving or income to be achieved.				
EN42=£50K	EDS reserves project to wind down				



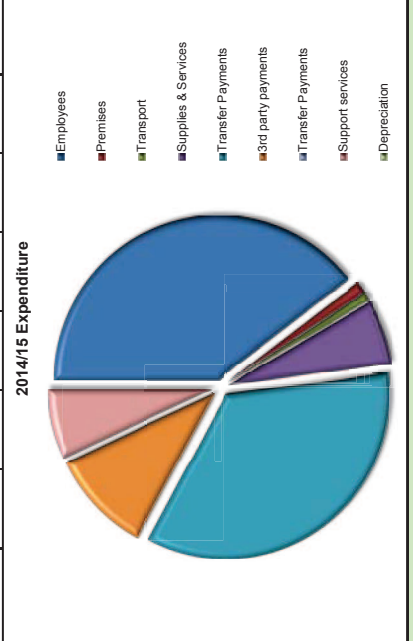
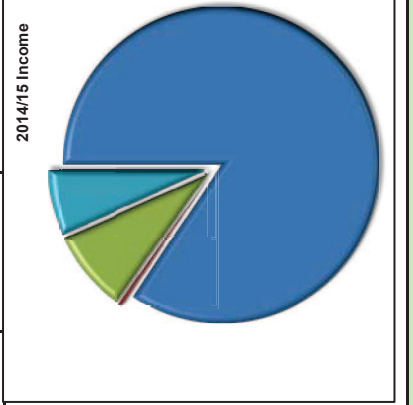
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Future Merton

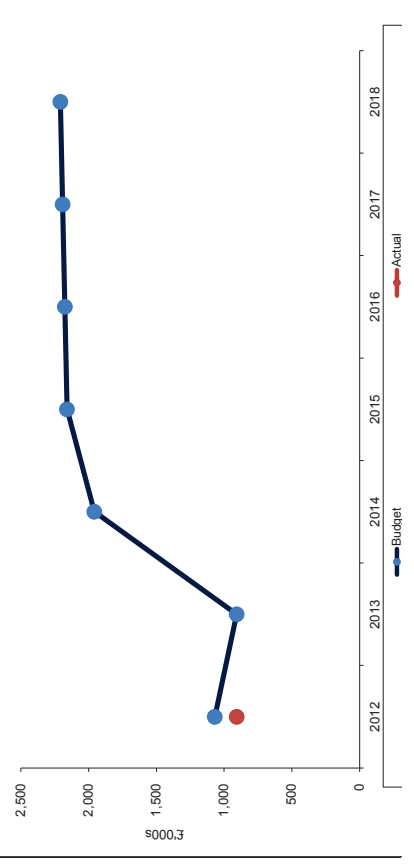
PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	Project Title: Morden station planning brief, Morden public realm and Master Plan	Income generation				
Start date	2012	Work in Partnership with TfL to bring forward the redevelopment of Morden Station for a mixed use, retail led scheme to reinvigorate Morden Town Centre. This will feed into the wider masterplan and public realm improvements for the town centre		3	2	6
End date	2017					
Project 2	Project Title: Rediscover Mitcham	Improved resident well being				
Start date	2012	Revitalising Mitcham Fair Green and surrounding streets by investing in the public realm, local businesses, and transport proposals, working closely with local residents, the business community, Heritage Lottery Fund and Transport for London.		2	2	4
End date	2016					
Project 3	Project Title: Colliers Wood / South Wimbledon Planning Framework	Income generation				
Start date	2014	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)		4	2	8
End date	2019					
Project 4	Project Title: Wimbledon Greyhound Stadium	Improved efficiency of investment into the borough and make it a more attractive place to live and work				
Start date	2011	Delivery of a new stadium and associated developments, working with stakeholders on a masterplan for the site following the outcome of the <i>Sites and Policies Plan</i>		3	2	6
End date	2016					
Project 5	Project Title: Invest to save: energy efficiency and generation in Merton	Income generation				
Start date	2014	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		2	2	4
End date	2018					
Project 6	Project Title: Destination Wimbledon continued - Crossrail2 and tramlink	Improved efficiency of investment into the borough and make it a more attractive place to live and work				
Start date	2014	Working with businesses, government, Network Rail and Transport for London on town centre revitalisation and public realm improvements in the context of the changes to central Wimbledon arising from Crossrail2, the improved tram service and site investment.		2	2	4
End date	2022					
Project 7	Project Title: Raynes Park Enhancement Plan continued	Improved resident well being				
Start date	2010	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		2	2	4
End date	2018					
Project 8	Project Title: EDS Merton Business Support Service	Improved economic resilience, supporting jobs and business growth				
Start date	2012	The authority to assist businesses through the current financial difficulties where possible		2	1	2
End date	2015					
Project 9	Project Title: Smarter travel: road safety	Improved resident well being				
Start date		Running various programmes to improve road safety and encourage smarter and healthier travel choices, including adult and children cycle training, walk to school, motorcycle and learner driver training. Reduces road related injuries and helps Merton deliver its share of the Mayor's Transport Strategy.		2	2	4
End date						
Project 10	Project Title: Greening business	Improved economic resilience, supporting jobs and business growth				
Start date		Running various programmes in collaboration with Merton Chamber of Commerce, government, the Mayor of London and other business groups to assist businesses in reducing their electricity, gas and water bills and saving carbon		2	1	2
End date						

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 - 2017/18					2017/18					
Enter a brief description of your main activities and objectives below		Housing advice, options, private tenants & landlords advice					10500					10500		Homelessness Strategy			
To fulfil statutory housing functions to prevent homelessness and avoid the use of temporary accommodation.		Housing register applicants					7000					7900		8700		Housing Strategy	
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.		Demand for temporary accommodation					1350					1100		1250			
The purpose of this service is to		Anticipated non financial resources					275					275		300			
- Prevent homelessness in accordance with statutory housing law		Housing Needs Staff (FTE)					25.5					24.5		24.5			
- Provide homes to people in housing need		Environmental Health (Housing)					0					6.0		6.0			
- Plan for the future delivery of housing via general conformity with the London Housing Strategy		Performance indicator															
- Formulate and deliver statutory housing strategies for the borough		No. of homelessness preventions					525					550		550		Business critical	
- Maintain the housing register and choice based lettings process and nominate households to vacant housing association homes		No. of households in temporary accommodation					87					100		100		Business critical	
- Maximise supply of affordable homes with registered providers and private landlords		Highest no. of families in EBB					7					10		10		Business critical	
- Provide care and housing support to vulnerable adults		Affordable homes delivered					120					150		70		Business critical	
- Relationship management between the council and stock transfer housing associations		Social housing lets					420					450		410		Outcome	
- Provide a statutory duty to enforce Environmental Health (Housing) legislation		Rent deposit - new tenancies					125					90		90		Outcome	
- Provide grant assistance for improvements and adaptations																	

DEPARTMENTAL BUDGET AND RESOURCES													
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget	Budget	Performance targets (indicate if % target)			Main impact if indicator not met	
	2012/13	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)		2016/17(E)
Expenditure	2,230	2,533	2,790	3,308	3,248	3,265	3,282	525	550	550	550	550	550
Employees	632	624	962	1,309	1,232	1,232	1,232	87	100	100	100	100	100
Premises	37	22	1	38	38	38	38	7	7	10	10	10	10
Transport	12	10	18	28	28	28	28	120	150	70	40	80	30
Supplies & Services	230	177	190	211	214	217	220	420	450	410	370	390	380
Transfer Payments	480	1,143	909	1,154	1,168	1,182	1,196	125	90	90	90	90	90
3rd party payments	604	266	480	338	338	338	338						
Transfer Payments		235	291	230	230	230	230						
Support services	0	0	0	0	0	0	0						
Depreciation	0	0	0	0	0	0	0						
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget						
Income	1,161	1,626	1,448	1,148	1,072	1,073	1,074						
Government grants	1,001	1,504	798	869	862	862	862						
Reimbursements	0	0	0	0	0	0	0						
Customer & client receipts	30	92	34	97	98	99	100						
Recharges	0	0	0	0	0	0	0						
Reserves	130	19	0	77	0	0	0						
Capital Funded	0	0	0	0	0	0	0						
Council Funded Net Budget	1,069	907	1,958	2,160	2,176	2,192	2,208						



Summary of major budget etc. changes												
2014/15												
Transfer of DfG budget from EBR £270k												
Savings - £92k												
2015/16												
2016/17												
2017/18												



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

Housing Needs and Enabling Services

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1		Shared lives optimisation				
Start date	2013-14	Optimise the use of Shared Lives thereby reducing the placements in residential care and associated spend by £350k each year for three years (total cost reduction of £1050k to Adult Social Care budget).		3	3	9
End date	2014-15					
Project 2		Deliver on-line self-assessment tools				
Start date	2014-15	Implement on-line Housing Self-assessment tools for Housing Options and Housing Register Pre-assessment.		3	1	3
End date	2014-15					
Project 3		Maximise use of private rented sector				
Start date	2013-14	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.		2	2	4
End date	2017-18					
Project 4		Integrate Environmental Health (Housing)				
Start date	2014-15	Integrate Environmental Health (Housing) into Community & Housing and develop a suite of performance indicators.		1	3	3
End date	2014-15					
Project 5		Review Housing Register and Nominations Policy				
Start date	2014-15	Review Housing Register and Nominations Policy.		1	1	1
End date	2014-15					
Project 6		Feasibility Study: Social Enterprise Private Lettings Agency				
Start date	2014-15	Commission a feasibility study on benefits of running a Social Enterprise Private Lettings Agency.		3	1	3
End date	2015-16					
Project 7		DFG Process Review				
Start date	2014-15	Review process for the administration of the Disabled Facilities Grant (DFG).		1	3	3
End date	2014-15					
Project 8		Welfare Reform Mitigation				
Start date	2013-14	Contact households in the borough affected by the Benefits Cap and determine impact on homelessness and seek to prevent homelessness by working proactively to mitigate the effects.		1	2	2
End date	2014-15					
Project 9		Select one major outcome				
Start date						0
End date						
Project 10		Select one major outcome				
Start date						0
End date						

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

Leisure & Cultural Development

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	Project Title: Increasing participation in culture, sport and physical activity	Improved resident well being				
Start date	2014	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					
Project 2	Project Title: Increasing participation & engagement in the arts, cultural and well-being activities	Improved resident well being				
Start date	2014	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					
Project 3	Project Title: Leisure Centres Contract	To meet budget savings				
Start date	2014	Renegotiate the Leisure Centres Contract to generate savings		2	2	4
End date	2016-17					
Project 4	Project Title: Morden Park Pool & Wimbledon Park Watersports Centre	Improved resident well being				
Start date	2014	Deliver a replacement Morden Park Pools and create a business case to replace the existing Wimbledon Park Watersports Centre.		4	2	8
End date	2017-18					
Project 5	Project Title: Implementation of Online Leisure & Cultural Bookings	More efficient way of working				
Start date	2012	Implement the Mango online booking system for pitch, halls, pavilions, courses, events and activities. Working with IT and other service beneficiaries for a whole council approach.		2	2	4
End date	2015-16					
Project 6	Project Title: Commercialisation of Culture & Sport Activities, Projects and Programmes	To meet budget savings				
Start date	2012	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. Also move the work of the team to cover two distinct strands of commercial and community activities.		2	2	4
End date	2016-17					
Project 7	Project Title: St Mark's Academy School - Community Use	Improved resident well being				
Start date	2012	Work with St Mark's Academy School to 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					
Project 8	Project Title: Cultural Framework Implementation	Improved resident well being				
Start date	2012	Launch Cultural Framework and commence delivery within that Framework.		2	1	2
End date	2015-6					
Project 9	Project Title: Develop the boroughs involvement in Ride London	Improved reputation				
Start date	2012	Deliver and develop Merton's contribution to the Ride London Event 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					
Project 10	Project Title: External Funding & Inward Investment Opportunities	Income generation				
Start date	2012	Seek out partnership working and funding opportunities that deliver against the Cultural Framework as well as seeking external funding to deliver our strategic needs.		2	1	2
End date	2016-17					

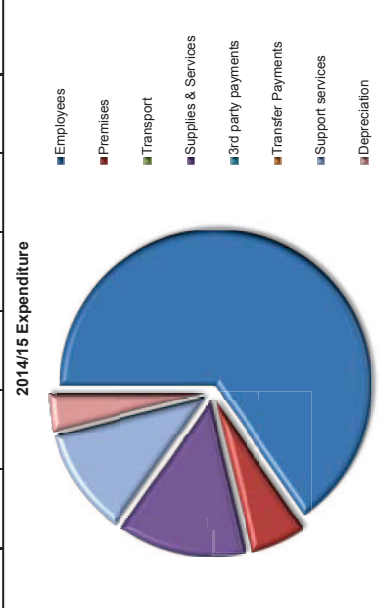
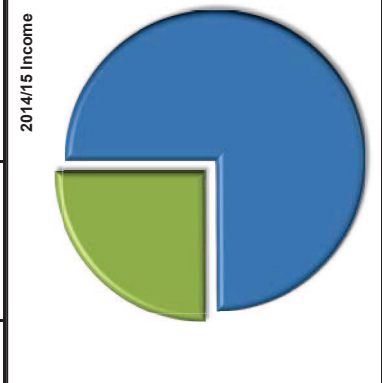
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Libraries

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	E-communications Strategy 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.	Project Title: Project Details	More efficient way of working	2	2	4
Start date						
End date	2015-16					
Project 2	Heritage Project Monitor the Heritage Strategy and deliver expected outcomes. Complete Heritage Lottery Funded digitation project 'Merton Memories' and launch new heritage website. Increase income from heritage services by providing online sales facilities.	Project Title: Project Details	Improved customer satisfaction	2	2	4
Start date						
End date	2015-16					
Project 3	Stock efficiency program Continue to deliver efficiencies in the way that stock is managed. Deliver media fund savings for 2014/15 and 2015/16. Maximise usage of e-resources.	Project Title: Project Details	Select one major outcome	2	1	2
Start date						
End date	2015-16					
Project 4	Children & Young People's projects 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.	Project Title: Project Details	Improved resident well being	2	2	4
Start date						
End date	2016-17					
Project 5	Outreach and Community Engagement plan Deliver an annual outreach plan to increase usage of libraries. Run the Public Library User Surveys (PLUS) annually. Conduct research and engagement work with under represented groups and shape services accordingly.	Project Title: Project Details	Improved customer satisfaction	2	2	4
Start date						
End date	2016-17					
Project 6	IT Projects Re-tender for replacement self-service technology in 2015/16. Develop payment services online and rollout new hall booking system.	Project Title: Project Details	Improved customer satisfaction	3	2	6
Start date						
End date	2017-18					
Project 7	Assisted digital support Increase volunteer numbers and skills in supporting customers with more complex IT needs. Increase partnership numbers to support the assisted digital agenda and link in with other council and partner services. Complete staff IT skills analysis and put development plans in place.	Project Title: Project Details	Improved resident well being	2	1	2
Start date						
End date	2015-16					
Project 8	Security services contract Re-tender of contract and on-going monitoring of current performance against contract.	Project Title: Project Details	More efficient way of working	3	2	6
Start date						
End date	2015-16					
Project 9	Library redevelopments Progress redevelopment plans where highlighted in Sites & Policies Development Plan. Investigate co-location opportunities with other council services and partners.	Project Title: Project Details	Improved customer satisfaction	3	2	6
Start date						
End date	2016-17					
Project 10	London Libraries Consortium Work with LLC to improve systems and drive through efficiencies. Implement actions in LLC 3-year Strategy.	Project Title: Project Details	More efficient way of working	3	2	6
Start date						
Projects	2017-18					

Merton Adult Education		Planning Assumptions							The Corporate strategies your service contributes to	
Cllr Martin Whetton Cabinet Member for Education		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2012/13	2017/18	
Enter a brief description of your main activities and objectives below		1000	1000	1000	1000	1000	1000	Medium Term Financial Strategy	1000	
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.		3000	3000	3000	3000	3000	3001	Community Plan	3001	
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.		New	300	500	600	600	601			
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.		154	148	146	146	146	147			
Performance indicator		2012/13(A)	2013/14(A)	2014/15(A)	2015/16(A)	2016/17(A)	2017/18(A)			
Number of accredited learners		1000	1000	1000	1000	1000	1000	Business critical		
% achievement rate		95%	96%	96%	96%	96%	96%	Business critical		
% retention rate		87%	88%	88%	88%	88%	88%	Outcome		
% success rate		83%	84%	84%	84%	84%	84%	Outcome		
Income target		612890	732890	732890	732890	732890	732890	Business critical		
Number of commercial learners		300	500	600	600	600	600	Business critical		

DEPARTMENTAL BUDGET AND RESOURCES												
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Actual 2013/14	Budget 2014/15	Actual 2014/15	Budget 2015/16	Actual 2015/16	Budget 2016/17	Actual 2016/17	Budget 2017/18	Actual 2017/18
Expenditure	2,994	2,698	2,673	2,615	2,508	2,507	2,500	2,500	2,500	2,500	2,500	2,500
Employees	1,758	1,832	1,813	1,647	1,633	1,625	1,625	1,625	1,625	1,625	1,625	1,625
Premises	164	164	141	145	147	149	151	151	151	151	151	151
Transport	4	3	3	3	3	3	3	3	3	3	3	3
Supplies & Services	351	352	334	337	342	347	347	352	347	352	352	352
3rd party payments	0	0	0	0	0	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0	0	0	0	0	0
Support services	232	230	286	286	286	286	286	286	286	286	286	286
Depreciation	86	96	96	97	97	97	97	97	97	97	97	97
Revenue £'000s												
Income	2,384	2,464	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Government grants	1,873	1,889	1,873	1,873	1,873	1,873	1,873	1,873	1,873	1,873	1,873	1,873
Reimbursements	3	6	3	0	0	0	0	0	0	0	0	0
Customer & client receipts	564	569	624	627	627	627	627	627	627	627	627	627
Recharges	0	0	0	0	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0	0	0	0	0	0
Council Funded Net Budget	210	234	173	15	8	7	14	14	14	14	14	14



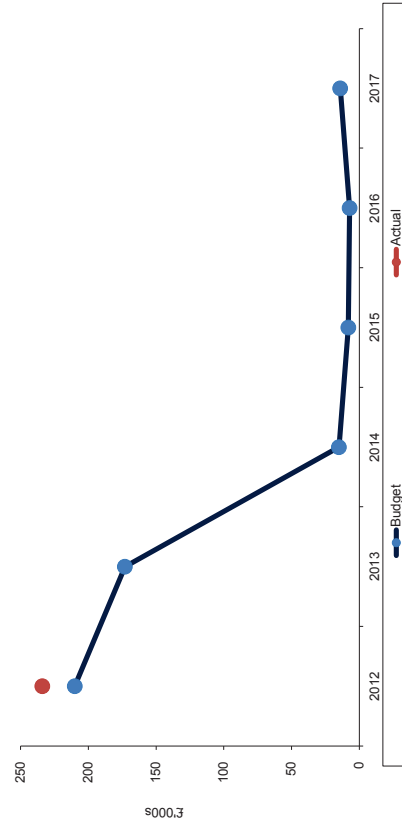
Summary of major budget etc changes					
	2014/15	2015/16	2016/17	2017/18	
Capital Budget £'000s					
Actual 2012/13					
Budget 2012/13					
Actual 2013/14					
Budget 2013/14					
Actual 2014/15					
Budget 2014/15					
Actual 2015/16					
Budget 2015/16					
Actual 2016/17					
Budget 2016/17					
Actual 2017/18					
Budget 2017/18					

£176k 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

£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

£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

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.



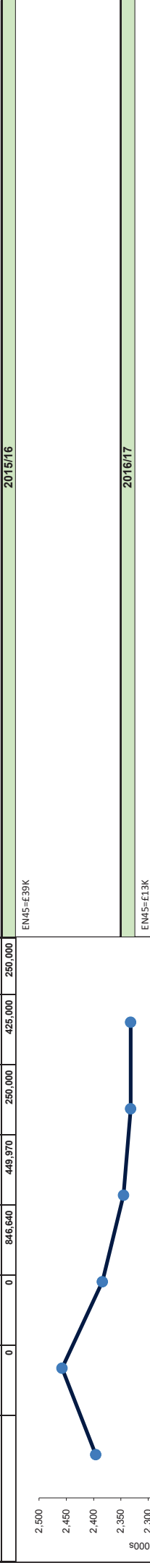
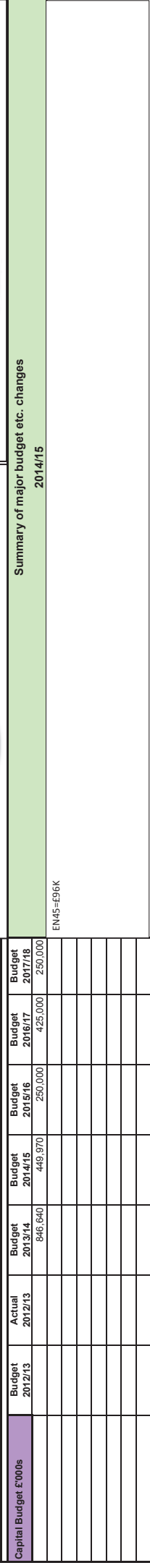
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Merton Adult Education

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1 Introduction of New 24+ Loans Devise and implement an awareness raising campaign to promote the take up of the new 25+ Advanced Loans		To meet legislative requirements		3	2	6
Start date	01/09/2013					
End date	31/07/2014					
Project 2 MAE Commercial Business Plan Implement a range of income generating products in line with saving targets. Action plans to be implemented for MAE Adult Social Care short course programme, Event Hosting, Leadership and Management short course programme, Early Years and Schools short course programme		Income generation		3	2	6
Start date	01/01/2014					
End date	31/12/2015					
Project 3 Widening Participation in Learning Update and implement the college widening participation strategy focused on increasing participation amongst disadvantaged localities within the borough.		Improved resident well being		2	1	2
Start date	01/09/2013					
End date	31/07/2015					
Project 4 Accommodation Strategy In response to Children Schools and Families requiring possible secondary school sites, undertake a full analysis of possible sites across Merton. Undertake explorations with a number of key partners		To meet legislative requirements Respond to growing school population		3	2	6
Start date	01/01/2014					
End date	31/07/2015					
Project 5 Virtual Learning Environment Strategy Outline a robust VLE model and implement a range of programmes and services via this medium		More efficient way of working		2	1	2
Start date	01/01/2014					
End date	30/08/2014					
Project 6 Increase the use of the E Learning Portal Moodle Provide training and awareness raising for tutors in how to access and use the Moodle on line system for managing resources and communicating with students		More efficient way of working		2	1	2
Start date	01/10/2014					
End date	31/07/2015					
Project 7 Adult Skills and Employability Scrutiny Action Plan Implementation Implement the key skills and employability elements of the scrutiny action plan		More efficient way of working		2	1	2
Start date	01/11/2013					
End date	31/03/2016					
Project 8 Select one major outcome		Select one major outcome				0
Start date						
End date						
Project 9 Select one major outcome		Select one major outcome				0
Start date						
End date						
Project 10 Select one major outcome		Select one major outcome				0
Start date						
End date						

CILR Andrew Judge Cabinet Member for Sustainability & Regeneration	Planning Assumptions				The Corporate strategies your service contributes to			
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Enter a brief description of your main activities and objectives below	3%	2%	1%	1%	1%	1%	1%	1%
Increased sport pitch demand	40,000	50,000	50,000	55,000	55,000	60,000	60,000	60,000
Attendance at major community outdoor events (No. of people)								
Young people's % satisfaction with parks & green spaces	70	71	72	73	74	75	76	77
Total LBM cemeteries income £	384,000	443,000	456,000	469,000	484,000	499,000	514,000	529,000
Total outdoor events income £	289,000	305,000	328,000	341,000	351,000	361,000	371,000	381,000
Number of Green Flags	5	5	5	5	5	5	5	5
Number of outdoor events in parks	110	120	130	130	130	130	130	130
Increase % income from sports bookings	5	3	3.75	3.75	3.75	3	3	3
Volunteer input in parks management (No. of groups)	New	25	30	35	40	45	45	45

Performance indicator	Performance targets (indicate if % target)								Indicator type	Reporting cycle	Polarity	Main impact if indicator not met
	2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	2017/18(E)	2018/19(E)	2019/20(E)				
Residents % satisfaction with parks & green spaces	70	71	72	73	74	75	76	77	Perception	Annual	High	Reputational risk
Young people's % satisfaction with parks & green spaces	69	70	71	72	73	74	75	76	Perception	Biennial	High	Reputational risk
Total LBM cemeteries income £	384,000	443,000	456,000	469,000	484,000	499,000	514,000	529,000	Business critical	Monthly	High	Loss of income
Total outdoor events income £	289,000	305,000	328,000	341,000	351,000	361,000	371,000	381,000	Business critical	Monthly	High	Loss of income
Number of Green Flags	5	5	5	5	5	5	5	5	Quality	Annual	High	Reputational risk
Number of outdoor events in parks	110	120	130	130	130	130	130	130	Outcome	Monthly	High	Reputational risk
Increase % income from sports bookings	5	3	3.75	3.75	3.75	3	3	3	Outcome	Annual	High	Loss of income
Volunteer input in parks management (No. of groups)	New	25	30	35	40	45	45	45	Business critical	Quarterly	High	Reduced service delivery



Revenue £'000s	Budget		Budget		Budget		Budget	
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Revenue £'000s	2,222	2,827	2,882	2,917	2,930	2,930	2,930	2,930
Government grants	76	22	53	53	53	53	53	53
Reimbursements	225	116	44	48	48	48	48	48
Customer & client receipts	1,662	1,728	2,319	2,354	2,367	2,367	2,367	2,367
Recharges	259	1,140	487	487	487	487	487	487
Reserves	0	118	-25	-25	-25	-25	-25	-25
Capital Funded								
Council Funded Net Budget	2,396	2,216	2,458	2,345	2,332	2,332	2,332	2,332



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

Parks and Green Spaces

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1		Management of parks & open spaces				
Start date	2012	Encourage and facilitate the management of parks and/or parks facilities by friends and other community groups.		2	2	4
End date	Ongoing					
Project 2						0
Start date		Project Title:				
End date		Project Details:				
Project 3		Management of allotments				
Start date	2012	To increase number of allotment sites being managed by local allotment societies through self-management agreements		2	2	4
End date	Ongoing					
Project 4		Management of bowling greens				
Start date	2012	Review and transformation of the current bowls provisions in Merton		2	2	4
End date	Ongoing					
Project 5		Morley Park (development of new open space)				
Start date	2012	To review the management arrangements for the new Morley Park.		3	2	6
End date	31/12/2016					
Project 6		Car parking fees in key parks				
Start date	2012	Introduction of car parking fees in some park's car parks		4	2	8
End date	2015					
Project 7		Commercialisation of grounds and sports services				
Start date	2012	Increased commercialisation of the grounds, sports and other Greenspaces' services		2	2	4
End date	Ongoing					
Project 8		New cemetery extensions				
Start date	2012	Provision of new burial capacity across Merton's cemeteries		2	3	6
End date	31/12/2015					
Project 9		Development of new sporting hub at Joseph Hood Rec				
Start date	2012	Production and implementation of a new masterplan for Joseph Hood Recreation Ground		3	2	6
End date	31/12/2017					
Project 10		New pavilion & facilities at Dundonald Rec				
Start date	01/01/2014	Delivery of new pavilion and allied facilities at Dundonald Rec		3	2	6
End date	31/12/2015					

Parking		Planning Assumptions										The Corporate strategies your service contributes to			
Cltr Judy Saunders Cabinet Member for Performance & Implementation		Anticipated demand		2012/13		2013/14		2014/15		2015/16		2016/17		2017/18	
Enter a brief description of your main activities and objectives below		Number of resident permits issued		13,638		13,638		14,481		Not known		Not known		Not known	
The service is required to enforce the parking regulations to ensure the through flow of traffic can be maintained and ensure residents and businesses have the ability to park in buses, they have a permit or badge for. Surplus income generated by traffic management must be used for transport related areas.		Number of visitors permits issued		252,520		252,520		280,600		Not known		Not known		Medium Term Financial Strategy Local Transport Plan	
Objectives		Anticipated non financial resources		2012/13		2013/14		2014/15		2015/16		2016/17		2017/18	
• continue to improve the efficiency of the section in conjunction with the findings of the comprehensive review of parking undertaken in 2011		Staff (FTE)		68.5		71.5		72.5		85.5		Not known		Not known	
• enforce parking regulations including Controlled Parking Zones and bus lanes		Transport		15		15		15		15		Not known dependent upon the above		Not known dependent upon the above	
• review the number of locations where moving traffic can be enforced due to a lack of compliance and congestion problems		Performance indicator		90%		90%		90%		High		Monthly		Loss of income	
• improve compliance by the motorist and ultimately congestion		% of parking permits issued within 5-7 days		15		12		12		Low		Quarterly		Quality	
• Survey of parking needs, hours of operation, the number of parking spaces and the charging structure		Sickness- No of days per FTE (12 month rolling average)		New		2%		2%		High		Monthly		Loss of income	
Due to an increase in population and changes in planning legislation allowing business premises to be change to residential use there could be an increase in demand for parking spaces in existing CPZs and pressure in areas with no controlled parking to introduce CPZs.		Improvement in the number of cases won at PATAS compared to previous years data expressed as a %		New		-2%		-2%		Low		Monthly		Loss of income	
In 2014/15, 2 new CPZs 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 CPZs.		Reduction in the number of cases lost at PATAS compared to the previous years data expressed as a %		New		-2%		-2%		Low		Monthly		Loss of income	
		Reduction in the number of cases where council does not contest at PATAS due to new evidence compared to the previous years data		New		-2%		-2%		Low		Monthly		Loss of income	

DEPARTMENTAL BUDGET AND RESOURCES												
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15
Expenditure	4,103	4,381	4,457	4,624	4,968	4,978	4,971	Expenditure	4,103	4,381	4,457	4,624
Employees	2,384	2,394	2,437	2,676	2,865	2,845	2,845	Employees	2,384	2,394	2,437	2,676
Premises	185	185	185	185	185	185	185	Premises	185	185	185	185
Transport	121	121	121	121	121	121	121	Transport	121	121	121	121
Supplies & Services	270	270	270	270	270	270	270	Supplies & Services	270	270	270	270
3rd party payments	178	201	180	225	228	232	235	3rd party payments	178	201	180	225
Transfer payments	640	712	747	747	747	747	747	Transfer payments	640	712	747	747
Support services	51	51	51	51	51	51	51	Support services	51	51	51	51
Depreciation	0	0	0	0	0	0	0	Depreciation	0	0	0	0
Income	10,898	11,198	11,541	11,939	12,316	12,542	12,542	Income	10,898	11,198	11,541	11,939
Government grants	0	0	0	0	0	0	0	Government grants	0	0	0	0
Reimbursements	0	153	0	0	0	0	0	Reimbursements	0	153	0	0
Customer & Client receipts	10,898	11,045	11,541	11,939	12,316	12,542	12,542	Customer & Client receipts	10,898	11,045	11,541	11,939
Recharges	0	0	0	0	0	0	0	Recharges	0	0	0	0
Reserves	0	0	0	0	0	0	0	Reserves	0	0	0	0
Capital Funded	-6,795	-6,817	-7,084	-7,318	-7,352	-7,574	-7,571	Capital Funded	-6,795	-6,817	-7,084	-7,318
Council Funded Net Budget	0	0	100,000	100,000	100,000	100,000	100,000	Council Funded Net Budget	0	0	100,000	100,000
Capital Budget £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Capital Budget £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15
	0	0	100,000	100,000	100,000	100,000	100,000		0	0	100,000	100,000

2014/15 Expenditure

2014/15 Income

Summary of major budget etc. changes

2014/15

- EN03=E50K
- EN04=E75K
- EN12=E48K
- Employees (Income budgets - 2013/14 starting points: Employees £2,421 Income: £11,525K (excluding funding of Traffic & Highways £250K) Add 1 FTE (70.5 to 71.5 total); Customer relations manager £16K (2013/14) Employees / Income (commenced end Nov 13) and a further £31K (2014/15) for full year effect
- Add 1 FTE (71.5 to 72.5 total) New CDO post £37K (full year)
- Departmental inflation change £157K

2015/16

- EN05=E37K
- Add 12 FTEs (72.5 to 84.5 total) ME7 grade admin officers, with introduction of ANPR camera enforcement £340K

2016/17

- EN02=E226K

2017/18

Legend: Budget (blue line), Actual (red line)

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

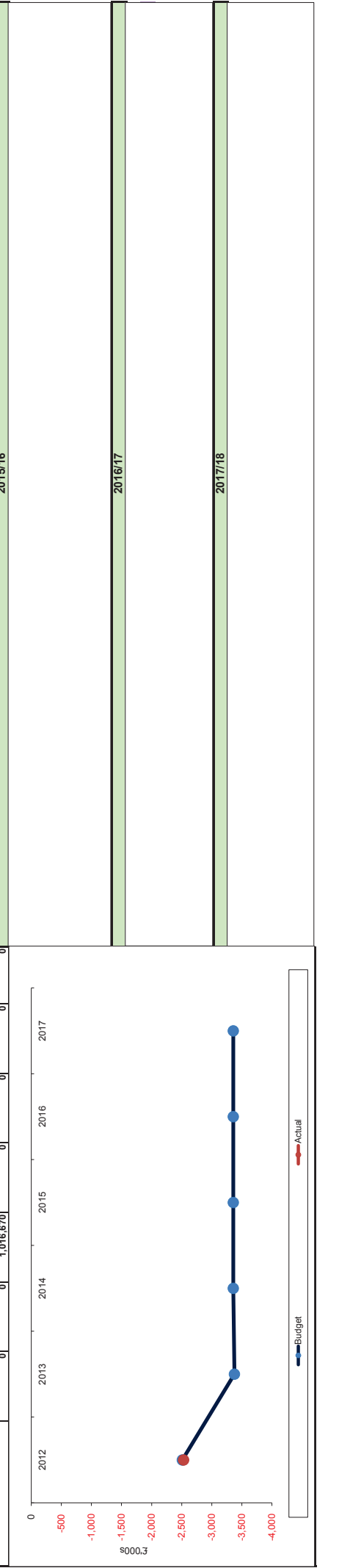
Parking

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	Project Title: Project Details:	Review the existing bus lane cameras Review the capability of the current bus lane cameras with the intention of introducing vehicle recognition cameras; this will improve the quality of enforcement and service delivery. The Vehicle Recognition cameras have to achieve approved status and this can only be given by Department for Transport.	Improved resident well being	2	2	4
2014						
2015						
Project 2	Project Title: Project Details:	Select one major outcome	Select one major outcome			0
Start date						
End date						
Project 3	Project Title: Project Details:	Select one major outcome	Select one major outcome			0
Start date						
End date						
Project 4	Project Title: Project Details:	Select one major outcome	Select one major outcome			0
Start date						
End date						
Project 5	Project Title: Project Details:	Select one major outcome	Select one major outcome			0
Start date						
End date						
Project 6	Project Title: Project Details:	Select one major outcome	Select one major outcome			0
Start date						
End date						
Project 7	Project Title: Project Details:	Select one major outcome	Select one major outcome			0
Start date						
End date						
Project 8	Project Title: Project Details:	Select one major outcome	Select one major outcome			0
Start date						
End date						
Project 9	Project Title: Project Details:	Select one major outcome	Select one major outcome			0
Start date						
End date						
Project 10	Project Title: Project Details:	Select one major outcome	Select one major outcome			0
Start date						
End date						

Property	Planning Assumptions					The Corporate strategies your service contributes to				
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	Capital Programme	Economic Development Strategy	Housing Strategy	Medium Term Financial Strategy
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration										
Enter a brief description of your main activities and objectives below										
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 occupied property 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 no marriage applications for community assets to be listed and claims for compensation.										
Objectives										
● complete Asset Valuations to timetable agreed with Director of Corporate Services										
● develop a programme of property disposals to maximise capital receipts and ensure the council's accounts are in a strong position										
● 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.										

Performance indicator	Performance targets (indicate if % target)										Main impact if indicator not met	
	2012/13(A)	2013/14(A)	2014/15(A)	2015/16(A)	2016/17(A)	2017/18(A)	2012/13(E)	2013/14(E)	2014/15(E)	2015/16(E)		2016/17(E)
Capital receipts	5.5	5	4.5	4	4	4	£5m	£5m	£5m	£5m	£5m	£5m
% Vacancy rate of prop. owned by council	10	9.8	9.5	9	9	9	New	150	150	150	150	150
% Debt owed to LHM by tenants inc. businesses												
Asset Valuations												

DEPARTMENTAL BUDGET AND RESOURCES											
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15
Expenditure	1,088	1,379	1,189	1,209	1,209	1,209	1,209				
Employees	317	268	270	270	270	270	270				
Premises	291	362	261	195	195	195	195				
Transport	0	0	0	0	0	0	0				
Supplies & Services	66	237	121	177	177	177	177				
3rd party payments	7	10	7	7	7	7	7				
Transfer payments	0	0	0	0	0	0	0				
Support services	399	477	518	518	518	518	518				
Depreciation	8	14	14	42	42	42	42				
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18				
Income	3,598	3,910	4,566	4,566	4,566	4,566	4,566				
Government grants	0	0	0	0	0	0	0				
Reimbursements	31	94	18	18	18	18	18				
Customer & client receipts	3,194	3,293	4,046	4,046	4,046	4,046	4,046				
Recharges	373	513	502	502	502	502	502				
Reserves	0	10	0	0	0	0	0				
Capital Funded	-2,610	-2,631	-3,377	-3,357	-3,357	-3,357	-3,357				
Council Funded Net Budget											
Capital Budget £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18				
Government grants	0	0	0	0	0	0	0				
Reimbursements	0	0	0	0	0	0	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	1,016,670	1,016,670	1,016,670	1,016,670	1,016,670				



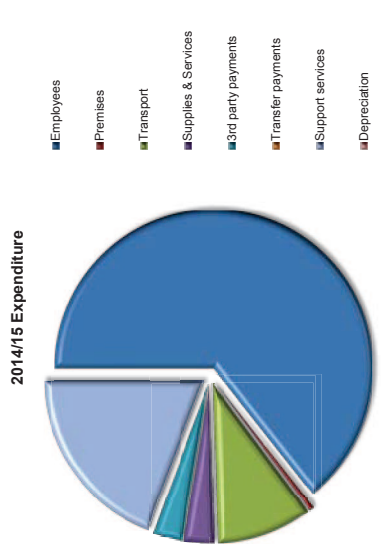
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Property

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	2012	Integrated Project Team	Income generation	2	2	4
Start date		This is to create a team which covers all aspects of the council which will allow better use of council properties and maximise capital receipts through either selling or rental				
End date	on going					
Project 2	2012	Asset Management Plan	Income generation	1	2	2
Start date		This is the creation of a plan which will help to maximise all the property held by the council				
End date	on going					
Project 3			Select one major outcome			0
Start date						
End date						
Project 4			Select one major outcome			0
Start date						
End date						
Project 5			Select one major outcome			0
Start date						
End date						
Project 6			Select one major outcome			0
Start date						
End date						
Project 7			Select one major outcome			0
Start date						
End date						
Project 8			Select one major outcome			0
Start date						
End date						
Project 9			Select one major outcome			0
Start date						
End date						
Project 10			Select one major outcome			0
Start date						
End date						

Street Cleaning		Planning Assumptions							The Corporate strategies your service contributes to				
Cllr Judy Saunders Cabinet Member for Performance & Implementation		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2014/15	2015/16	2016/17	2017/18		
Enter a brief description of your main activities and objectives below		203,247	206,038	208,822	211,569	214,229	216,806	208,822	211,569	214,229	216,806		
Street Cleaning: to improve the street scene by maintaining the public highway, collecting fly tips, removing litter, detritus, graffiti, fly posting and keeping gutters 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.		80,890	80,890	81,000	81,400	81,800	82,100	81,000	81,400	81,800	82,100		
Winter Gritting: delivering an efficient service in accordance with Highways section priorities.		102	102	111	111	111	111	111	111	111	111		
Objectives		26	26	26	26	26	26	26	26	26	26		
<ul style="list-style-type: none"> fulfil the council's statutory responsibilities in respect of street cleansing maximise efficiencies through co-ordinated and partnership working provide value for money services that meet the needs of residents and businesses champion the needs of the service users improve our customer information and improve feedback protect and care for the welfare and development of our employees, the environment, our customers and the local community in which we operate provide a safe and supportive environment for all our employees and strive for outstanding health and safety performance provide a customer focussed approach to service design and improvement improve levels of satisfaction with services provided. 		202/13(A)	2013/14(A)	2014/15(A)	2015/16(A)	2016/17(A)	2017/18(A)	2012/13(A)	2013/14(A)	2014/15(A)	2015/16(A)	2016/17(A)	2017/18(A)
Performance indicator		56	58	60	62	62	63	62	63	62	63	63	
% Residents satisfied with street cleanliness		9	8.5	7.5	7	7	6	7	6	7	6	6	
% Sites surveyed below standard for litter		13	12.5	12	11.5	11	10.5	11	10.5	11	10.5	10.5	
% Sites surveyed below standard for detritus		6	5.5	5.0	4.5	4.0	4	4	4	4	4	4	
% Sites surveyed below standard for graffiti		15	14.50	14.00	13.50	13.00	12	12	12	12	12	12	
Number of fly tips reported		3500	3300	3200	3100	3000	3000	3000	3000	3000	3000	3000	
Days lost through sickness per FTE		14	12	10	10	10	9	10	9	10	9	9	
% Sites surveyed below standard for flyposting		1	1	1	1	1	1	1	1	1	1	1	
No. Town Centre FPN's Issued		250	750	1000	1000	800	800	800	800	800	800	800	

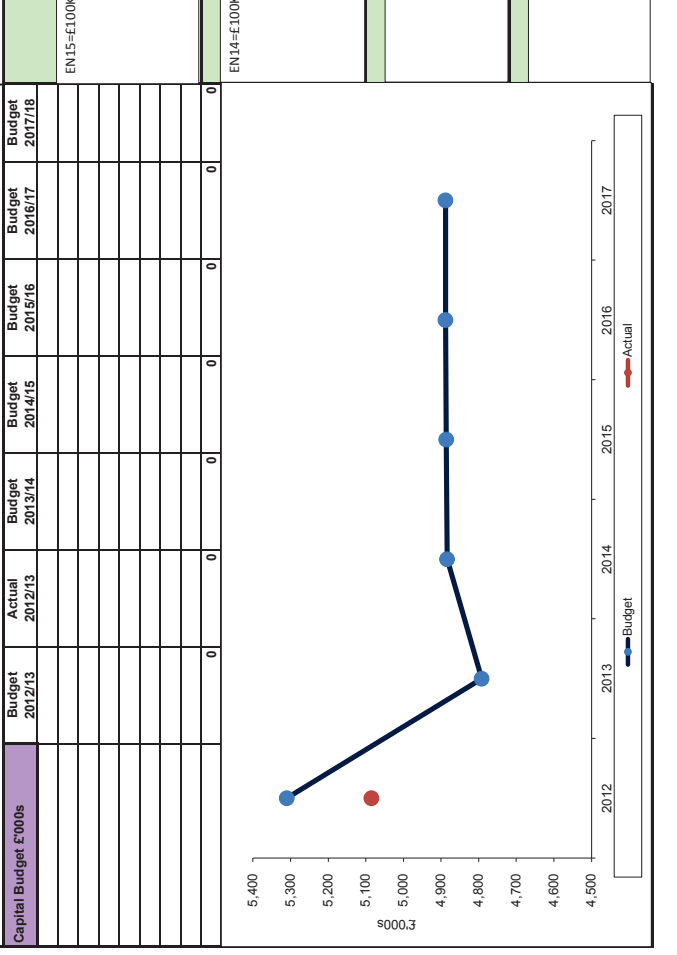
Performance targets (indicate if % target)		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Polarity		High	Low	Low	Low	Low	Low
Reporting cycle		Annual	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly
Indicator type		Perception	Perception	Perception	Perception	Perception	Perception
Main impact if indicator not met		Reputational risk	Reputational risk	Reputational risk	Reputational risk	Reputational risk	Reputational risk



DEPARTMENTAL BUDGET AND RESOURCES															
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18
Expenditure	5,540	5,023	5,115	5,117	5,119	5,119	5,119	Income	230	275	231	231	231	231	231
Employees	3,451	3,093	3,293	3,293	3,293	3,293	3,293	Government grants	0	0	0	0	0	0	0
Premises	20	25	24	24	24	24	24	Reimbursements	0	38	0	0	0	0	0
Transport	687	613	289	492	492	492	492	Customer & client receipts	230	237	231	231	231	231	
Supplies & Services	167	132	167	160	160	160	160	Recharges	0	0	0	0	0	0	
3rd party payments	150	152	155	157	159	159	159	Reserve	0	0	0	0	0	0	
Transfer payments	0	0	0	0	0	0	0	Reserves	0	0	0	0	0	0	
Support services	1,076	1,120	991	991	991	991	991	Capital Funded	0	0	0	0	0	0	
Depreciation	5	5	5	5	5	5	5	Council Funded Net Budget	5,310	5,085	4,792	4,884	4,886	4,888	
Capital Funded	0	0	0	0	0	0	0	Capital Budget	0	0	0	0	0	0	
Council Funded	5,540	5,023	5,115	5,117	5,119	5,119	5,119	Actual Budget	5,310	5,085	4,792	4,884	4,886	4,888	



Summary of major budget etc. changes		2014/15	2015/16	2016/17	2017/18
Capital Budget	£'000s	0	0	0	0
Actual Budget	£'000s	0	0	0	0



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

Street Cleaning

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	Introduce mobile working 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.	Project Title:	More efficient way of working	2	2	4
Start date		2012				
End date	2015	Project Details:				
Project 2	Public value review of street cleansing and enforcement Implementation of agreed PVR recommendations as per the review which will take place October 12 to March 13, these will include new enforcement strategy	Project Title:	Improved customer satisfaction	2	2	4
Start date		2013				
End date	2014	Project Details:				
Project 3	Introduce timed commercial waste collections in town centres Introduce time banded waste collections in town centres starting with Wimbledon town centre	Project Title:	To meet legislative requirements	2	2	4
Start date		2013				
End date	2015	Project Details:				
Project 4	Select one major outcome	Project Title:	Select one major outcome			0
Start date						
End date		Project Details:				
Project 5	Select one major outcome	Project Title:	Select one major outcome			0
Start date						
End date		Project Details:				
Project 6	Select one major outcome	Project Title:	Select one major outcome			0
Start date						
End date		Project Details:				
Project 7	Select one major outcome	Project Title:	Select one major outcome			0
Start date						
End date		Project Details:				
Project 8	Select one major outcome	Project Title:	Select one major outcome			0
Start date						
End date		Project Details:				
Project 9	Select one major outcome	Project Title:	Select one major outcome			0
Start date						
End date		Project Details:				
Project 10	Select one major outcome	Project Title:	Select one major outcome			0
Start date						
End date		Project Details:				

Clr Andrew Judge Cabinet Member for Sustainability & Regeneration	Planning Assumptions										The Corporate strategies your service contributes to	
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2014/15	2015/16	2016/17	2017/18		
Anticipated demand	Street lights	12,673	12,673	12,673	12,673	12,673	12,673	12,673	12,673	12,673	Road Safety Plan	
	Maintenance of trees	16,500	16,570	16,570	16,570	16,570	16,570	16,570	16,570	16,570	Local Transport Plan	
	Network Maintenance and Improvement	363.5km	363.5km	363.5km	363.5km	363.5km	363.5km	363.5km	363.5km	363.5km	Local Implementation Plan	
	Streetwork Permits issued	5,600	11,650	11,650	11,650	11,650	11,650	11,650	11,650	11,650	Capital Programme	
Anticipated non financial resources	Staff (FTE)	40.5	39.7	39.7	39.7	39.7	39.7	39.7	39.7	39.7	Local Development Framework	
Performance indicator	Performance targets (indicate if % target)	2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	2017/18(E)	2017/18(E)	2017/18(E)	2017/18(E)	Indicator type	Main impact if indicator not met
	New for 2014 onwards) %age of out of light lamp columns repaired within 5 days	85	100	100	87	91	93	93	93	93	Quality	Reduced customer service
	% response to Emergency Callouts	100	100	100	100	100	100	100	100	100	Quality	Increased costs
	% Streetworks permitting determined	98	98	98	98	98	98	98	98	98	Quality	Loss of income
	% Streetworks inspections completed	30	32	35	37	38	38	38	38	38	Unit cost	Loss of income
	% of jobs completed where no Fixed Penalty Notice issued	96	96	98	98	99	99	99	99	99	Outcome	Reduced customer service
	% of Condition Surveys completed on time	80%	90%	92%	95%	95%	95%	95%	95%	95%	Quality	Increased costs

2014/15 Expenditure

2014/15 Income

DEPARTMENTAL BUDGET AND RESOURCES

	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18
Revenue £'000s	11,443	12,113	11,420	11,718	11,459	11,407	11,435
Expenditure	1,927	1,692	1,622	1,602	1,405	1,405	1,405
Employees	1,210	1,292	1,274	1,208	1,208	1,178	1,178
Premises	105	125	128	131	131	131	131
Transport	497	157	252	228	228	206	206
Supplies & Services	2,048	2,473	1,914	1,783	1,811	1,809	1,837
3rd party payments	0	0	0	0	0	0	0
Transfer payments	1,322	1,633	1,294	1,294	1,294	1,294	1,294
Support services	4,936	4,936	4,936	5,384	5,384	5,384	5,384
Depreciation	2,451	2,662	2,619	2,666	2,666	2,676	2,676
Income	125	189	0	0	0	0	0
Government grants	802	624	624	654	654	654	654
Reimbursements	859	974	1,436	1,453	1,453	1,453	1,453
Customer & client receipts	665	965	559	559	559	559	559
Recharges	250	250	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Capital Funded	8,992	9,431	8,801	9,062	8,793	8,731	8,759

Capital Budget £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18
Traffic & Parking Management	282,000	282,000	282,000	135,000	135,000	150,000	156,000
Highways Planned Works	471,470	612,670	412,000	412,000	412,000	419,000	419,000
Footways Planned Works	1,065,390	1,065,390	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Street Lighting	644,580	644,580	410,000	200,000	482,000	482,000	290,000
Street Scene	339,450	315,000	315,000	315,000	60,000	60,000	60,000
Highways Planned Road Works	1,590,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Transport For London	236,990	183,900	183,900	183,900	183,900	183,900	183,900
	0	0	6,762,850	5,814,870	5,401,000	3,591,000	3,425,000

Summary of major budget etc. changes

2014/15

2015/16

2016/17

2017/18

EN23=£50K
EN24=£50K
EN25=£18K
EN26=£11K
EN28=£50K

EN29=£252K

EN27=£10K
EN30=£20K
EN31=£30K
EN32=£10K

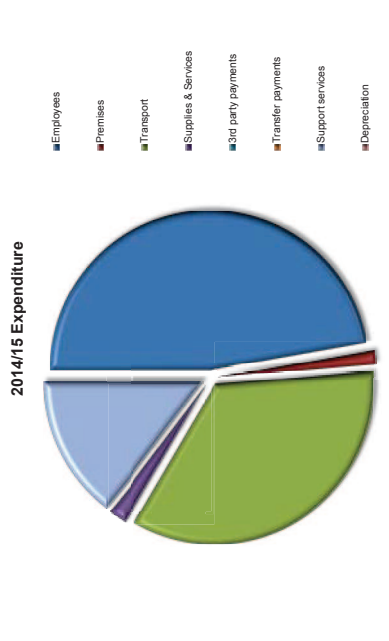
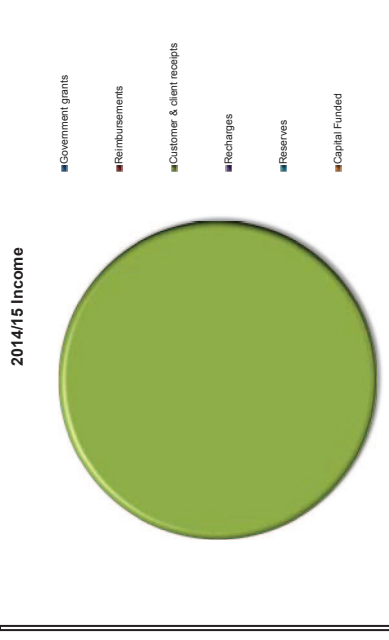
Budget vs Actual Performance (2012-2017)

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

Highways

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	Project Title: Flood and Water Management Schemes	To meet legislative requirements		1	1	1
Start date	2013					
End date	2014					
Project 2	Project Title: Delivery of Mitcham Town Centre scheme	Improved customer satisfaction		4	3	12
Start date	2013					
End date	2015-16					
Project 3	Project Title: Ride London	Improved customer satisfaction		1	1	1
Start date	2014					
End date	2014					
Project 4	Project Title: Select one major outcome	Select one major outcome				0
Start date						
End date						
Project 5	Project Title: Select one major outcome	Select one major outcome				0
Start date						
End date						
Project 6	Project Title: Select one major outcome	Select one major outcome				0
Start date						
End date						
Project 7	Project Title: Select one major outcome	Select one major outcome				0
Start date						
End date						
Project 8	Project Title: Select one major outcome	Select one major outcome				0
Start date						
End date						
Project 9	Project Title: Select one major outcome	Select one major outcome				0
Start date						
End date						
Project 10	Project Title: Select one major outcome	Select one major outcome				0
Start date						
End date						

CILR Andrew Judge Cabinet Member for Sustainability & Regeneration	Transport - Passenger Fleet Service		Planning Assumptions					The Corporate strategies your service contributes to				
	Anticipated demand	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	Children & Young persons Plan	Community Plan	Social Inclusion Strategy	Local Transport Plan	
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&P Passenger journeys	93,500	85,000	85,000	80,000	80,000	80,000					
	CS&F Passenger Journeys - in house	61,700	70,000	70,000	70,000	70,000	70,000					
Maintenance repair of fleet vehicles	220	200	200	200	200	200	200					
Anticipated non financial resources	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18						
Staff (FTE)	86	87	87	87	87	87						
Transport	51	46	46	46	46	46						
Performance indicator	2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	2017/18(E)	Polarity	Indicator type	Reporting cycle	Main impact if indicator not met		
% MOT Vehicle pass rate	95	95	95	95	95	95	High	Outcome	Quarterly	Reduced customer service		
Average % Passenger vehicles in use	65	65	65	70	70	70	High	Unit cost	Quarterly	Increased costs		
% In house journey that meet timescales	85	85	85	85	85	85	High	Outcome	Quarterly	Increased costs		
% Client user satisfaction	97	97	97	97	97	97	High	Outcome	Annual	Reduced uptake of service		



DEPARTMENTAL BUDGET AND RESOURCES												
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Performance targets (indicate if % target)				2017/18(E)
								2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	
Expenditure	3,653	4,326	3,794	3,055	3,055	3,055	3,055	95	95	95	95	95
Employees	1,686	1,920	1,663	1,446	1,446	1,446	1,446	65	65	70	70	70
Premises	49	39	34	42	42	42	42	85	85	85	85	85
Transport	735	1,151	915	1,061	1,061	1,061	1,061	97	97	97	97	97
Supplies & Services	35	80	63	57	57	57	57					
Bid party payments	0	0	0	0	0	0	0					
Transfer payments	0	0	0	0	0	0	0					
Support services	1,148	1,136	1,119	449	449	449	449					
Depreciation	0	0	0	0	0	0	0					
Revenue £'000s	3,652	3,883	3,795	3,041	3,041	3,041	3,041					
Government grants	0	0	0	0	0	0	0					
Reimbursements	0	0	0	0	0	0	0					
Customer & client receipts	2,575	2,787	2,713	3,041	3,041	3,041	3,041					
Recharges	1,077	1,096	1,082	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	1	443	-1	14	14	14	14					

Summary of major budget etc. changes											
2014/15											
2015/16											
2016/17											
2017/18											
Capital Budget £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18				
	0	0	170,000	500,000	500,000	500,000	500,000				

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

Transport - Passenger Fleet Service

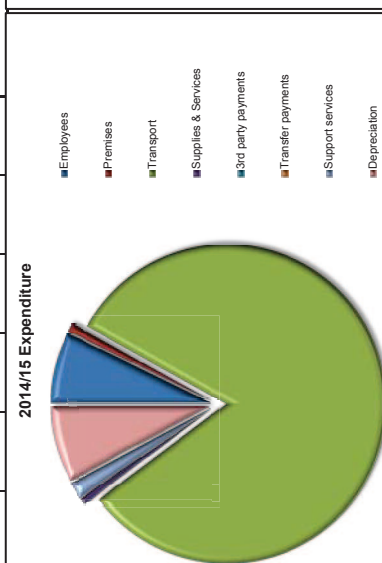
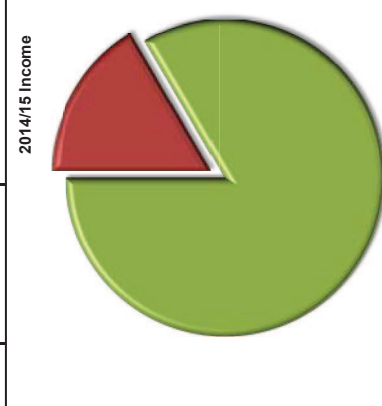
PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	Project Title: Closer working with Merton Community Transport Project Details: Closer working with the voluntary sector has been identified as an objective to improve services. We are looking at ways to better cooperate 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		2	2	4
Start date 2012						
End date on going						
Project 2	Project Title: Tachograph Facility 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 are investigating the viability of operating an in house repair centre that could both repair LB Merton Vehicles as well as taking on 3rd party work.	Income generation		2	2	4
Start date 2012						
End date 2014-15						
Project 3	Project Title: Project Details:	Select one major outcome				0
Start date						
End date						
Project 4	Project Title: Project Details:	Select one major outcome				0
Start date						
End date						
Project 5	Project Title: Project Details:	Select one major outcome				0
Start date						
End date						
Project 6	Project Title: Project Details:	Select one major outcome				0
Start date						
End date						
Project 7	Project Title: Project Details:	Select one major outcome				0
Start date						
End date						
Project 8	Project Title: Project Details:	Select one major outcome				0
Start date						
End date						
Project 9	Project Title: Project Details:	Select one major outcome				0
Start date						
End date						
Project 10	Project Title: Project Details:	Select one major outcome				0
Start date						
End date						

Transport - Commissioning	Planning Assumptions							
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18		

Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration Enter a brief description of your main activities and objectives below	Anticipated demand				Anticipated resources							
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	CSF Passenger Journeys - Contractors	162000	95000	95000	95000	95000	95000					
CSF Passenger Journeys - In-House	617000	70000	70000	70000	70000	70000						
C&H Passenger Journeys - Contractors	480000	48000	48000	48000	48000	48000						
C&H Passenger Journeys - In-House	935000	85000	85000	80000	80000	80000						
Anticipated non financial resources	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18						
Voluntary Services	34	34	34	34	34	34						
Staff (Apprentices)	8	9	9	9	9	9						
Transport	220	192	192	192	192	192						
Select anticipated resources												
Performance indicator	Performance targets (indicate if % target)											
Spot checks on contractors	2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	2017/18(E)						
% Turn around of Req forms - 3 days	30	50	50	50	50	50						
% Turn around of Req forms - 10 days (complex clients)	90	90	95	95	95	95						

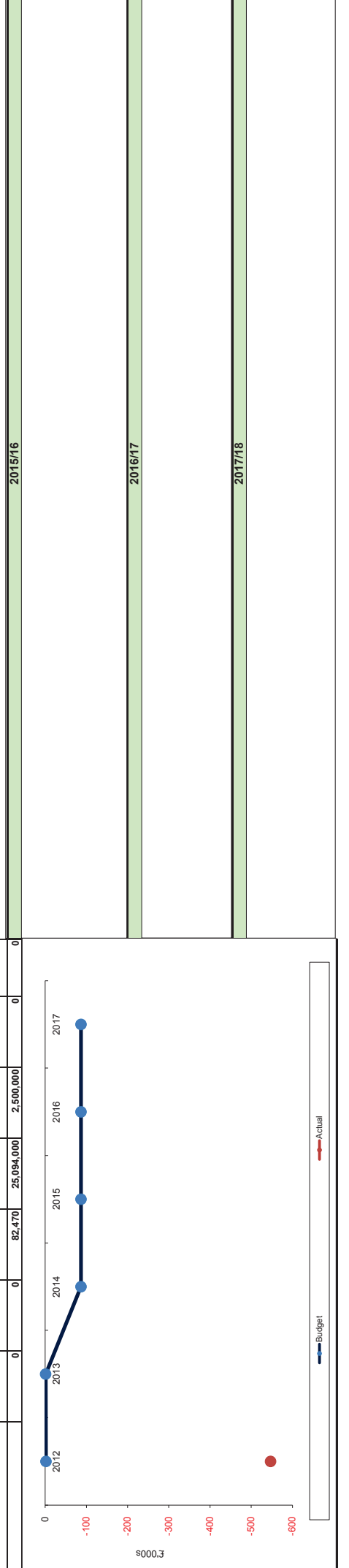
To provide a comprehensive effective passenger transport service, in support of the user departments such as Children Schools & Families and Community & Housing. Providing self drive vehicles for in-house departments Waste Operations, Leisure, Parking and the rest of the council who use transport associated services.

Objectives
Ensuring that the service provides effective value for money while still meeting customers expectations.
Procurement of goods & services for the workshop area.
Procurement for replacement vehicles



	DEPARTMENTAL BUDGET AND RESOURCES						2015/16	2016/17	2017/18
	Budget	Actual	Budget	Budget	Budget	Budget			
Revenue £'000s	4,254	4,829	4,549	5,421	5,421	5,421			
Expenditure	309	326	366	389	389	389			
Income	50	51	57	46	46	46			
Government grants	2,196	2,727	2,530	4,431	4,431	4,431			
Reimbursements	18	33	67	38	38	38			
Customer & client receipts	1,056	1,171	1,174	92	92	92			
Recharges	514	515	515	425	425	425			
Reserves									
Capital Funded	-2	-547	-1	-87	-87	-87			
Council Funded Net Budget	3,945	4,282	4,184	5,344	5,334	5,334			
Capital Budget £'000s									

Summary of major budget etc. changes									
2014/15									
2015/16									
2016/17									
2017/18									



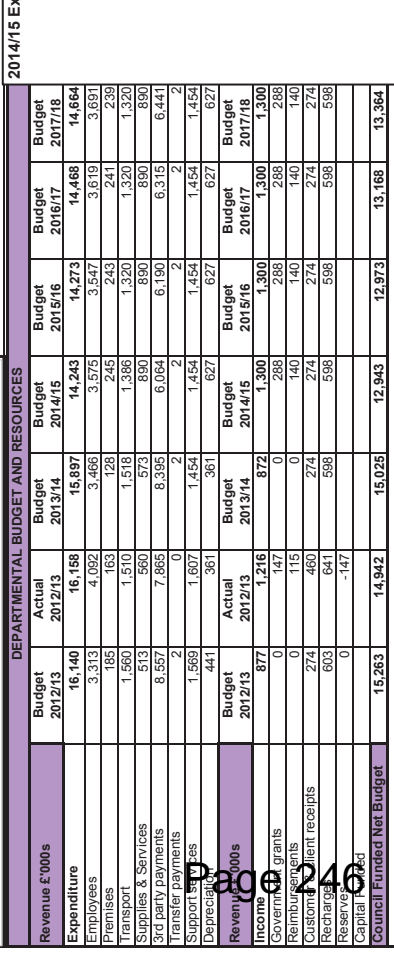
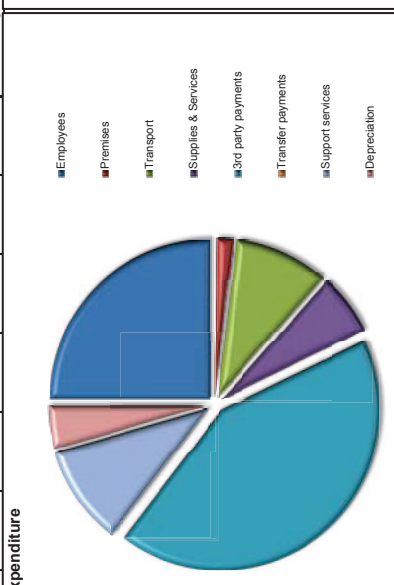
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Transport - Commissioning

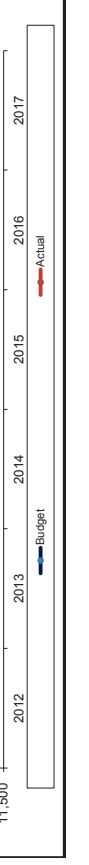
PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	<p>Closer Working with Merton Community Transport</p> <p>Working closer with Merton Community Transport, to find ways of improving services, and providing training. Merton have made available to MCT the fuel bunker to reduce MCT costs, and further work in being carried regarding vehicle utilisation, and vehicle procurement</p>	<p>Project Title:</p> <p>Project Details:</p>	<p>More efficient way of working</p>	2	2	4
Start date						
End date	2014					
Project 2	<p>Passenger Transport Provision Framework</p> <p>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</p>	<p>Project Title:</p> <p>Project Details:</p>	<p>To meet budget savings</p>	2	2	4
Start date						
End date	2015					
Project 3	<p>Project Title:</p> <p>Project Details:</p>	<p>Project Title:</p> <p>Project Details:</p>	<p>Select one major outcome</p>			0
Start date						
End date						
Project 4	<p>Project Title:</p> <p>Project Details:</p>	<p>Project Title:</p> <p>Project Details:</p>	<p>Select one major outcome</p>			0
Start date						
End date						
Project 5	<p>Project Title:</p> <p>Project Details:</p>	<p>Project Title:</p> <p>Project Details:</p>	<p>Select one major outcome</p>			0
Start date						
End date						
Project 6	<p>Project Title:</p> <p>Project Details:</p>	<p>Project Title:</p> <p>Project Details:</p>	<p>Select one major outcome</p>			0
Start date						
End date						
Project 7	<p>Project Title:</p> <p>Project Details:</p>	<p>Project Title:</p> <p>Project Details:</p>	<p>Select one major outcome</p>			0
Start date						
End date						
Project 8	<p>Project Title:</p> <p>Project Details:</p>	<p>Project Title:</p> <p>Project Details:</p>	<p>Select one major outcome</p>			0
Start date						
End date						
Project 9	<p>Project Title:</p> <p>Project Details:</p>	<p>Project Title:</p> <p>Project Details:</p>	<p>Select one major outcome</p>			0
Start date						
End date						
Project 10	<p>Project Title:</p> <p>Project Details:</p>	<p>Project Title:</p> <p>Project Details:</p>	<p>Select one major outcome</p>			0
Start date						
End date						

Waste Management	Planning Assumptions										The Corporate strategies your service contributes to		
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Cllr Judy Saunders Cabinet Member for Performance & Implementation	Enter a brief description of your main activities and objectives below												
As a unitary authority, Merton is responsible for both household waste collection and disposal. Household Reuse and Recycling Centres - Merton is required to provide facilities for the disposal of excess household and garden waste free of charge.													
Objectives	<ul style="list-style-type: none"> provide efficient and accessible services to all of our customers, including those with specific needs. to advise our customers on the services provided and to keep improving our services in line with customer needs. promote public awareness of waste minimisation and encourage re-use and recycling through information, education and empowerment. 												
Anticipated demand	Population	203,247	206,038	208,822	211,569	214,229	216,806	219,383	221,960	224,537	227,114	229,691	232,268
	Increased housing density	80,890	80,890	81,000	81,400	81,800	82,100	82,500	82,900	83,300	83,700	84,100	84,500
	Household waste tonnage	71,000	71,000	71,000	71,000	71,000	71,000	71,000	71,000	71,000	71,000	71,000	71,000
Anticipated non-financial resources	Staff (FTE)	97	97	97	97	97	97	97	97	97	97	97	97
	Transport	33	31	31	29	29	29	29	29	29	29	29	29
Performance indicator	% Household waste recycled	40	42	43	44	45	45	45	45	45	45	45	45
	% Residents satisfied with refuse collection	72	74	76	78	78	78	78	78	78	78	78	78
	Residual waste kg per household per week	525	512	504	496	483	483	483	483	483	483	483	483
	% Municipal solid waste landfilled	49	48	47	46	46	46	46	46	46	46	46	46
	Number of missed bins per 100,000	70	60	55	50	45	45	45	45	45	45	45	45
	Total waste arising from households	875	874	873	872	868	868	868	868	868	868	868	868
	Days lost from through sickness per FTE	14	12	10	10	9	9	9	9	9	9	9	9
	% Residents satisfied with recycling facilities	70	73	76	79	79	79	79	79	79	79	79	79

Performance targets (indicate if % target)	2012/13		2013/14		2014/15		2015/16		2016/17		2017/18	
	2012/13(A)	2013/14(A)	2013/14(A)	2014/15(A)	2014/15(A)	2015/16(E)	2015/16(E)	2016/17(E)	2016/17(E)	2017/18(E)	2017/18(E)	2017/18(E)
Business critical	40	42	43	44	44	45	45	45	45	45	45	45
Reputational risk	72	74	76	78	78	78	78	78	78	78	78	78
Increased costs	525	512	504	496	483	483	483	483	483	483	483	483
Increased customer service	49	48	47	46	46	46	46	46	46	46	46	46
Reputational risk	70	60	55	50	45	45	45	45	45	45	45	45
Increased costs	875	874	873	872	868	868	868	868	868	868	868	868
Reputational risk	14	12	10	10	9	9	9	9	9	9	9	9
Increased customer service	70	73	76	79	79	79	79	79	79	79	79	79



Summary of major budget etc changes 2014/15									
2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Revenue £'000s	16,140	16,158	15,897	14,243	14,273	14,468	14,664	14,860	15,056
Expenditure	3,513	4,092	3,466	3,675	3,547	3,619	3,601	3,583	3,565
Capital Budget £'000s	0	0	0	0	0	0	0	0	0
Capital Funded Net Budget	15,263	14,942	15,025	12,943	12,973	13,168	13,364	13,560	13,756
Capital Budget £'000s	0	0	288,330	60,000	60,000	60,000	60,000	60,000	60,000
Actual	15,263	14,942	15,025	12,943	12,973	13,168	13,364	13,560	13,756
Budget	15,263	14,942	15,025	12,943	12,973	13,168	13,364	13,560	13,756



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

Waste Management

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	Project Title: South London waste partnership (phase B) The partnership manages the waste disposal for Merton, Kingston, Croydon and Sutton. Management consists of disposing waste in a sustainable manner and to ensure cost effectiveness.	Project Details: More efficient way of working	2	4	8	
Start date: 2012 End date: 2014						
Project 2	Project Title: Improved enforcement regime to support time-banding in town centres Once implemented will reduce back office staff numbers as a result of reducing reliance on paper schedules and in addition the GPS vehicle tracking system will lead to improved service and fuel efficiency. There will need to be capital investment approx. £120K.	Project Details: More efficient way of working	2	2	4	
Start date: 2013 End date: 2014						
Project 3	Project Title: Mobile technology including GPS and in cab monitors 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.	Project Details: More efficient way of working	3	2	6	
Start date: 2014 End date: 2015						
Project 4	Project Title: Double shift garden waste collection vehicles reduce 2 x vehicles Issues with disposal licences may cause a delay to the commencement date of this project.	Project Details: More efficient way of working	3	2	6	
Start date: 2015 End date: 2016						
Project 5	Project Title: Project Details:	Project Details: More efficient way of working			0	
Start date: End date:						
Project 6	Project Title: Project Details:	Project Details: More efficient way of working			0	
Start date: End date:						
Project 7	Project Title: Project Details:	Project Details: More efficient way of working	3	2	6	
Start date: End date:						
Project 8	Project Title: Project Details:	Project Details: More efficient way of working	3	2	6	
Start date: End date:						
Project 9	Project Title: Project Details:	Project Details: More efficient way of working			0	
Start date: End date:						
Project 10	Project Title: Project Details:	Project Details: More efficient way of working			0	
Start date: End date:						

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Equality Analysis

In order to demonstrate compliance with this public sector equality duty we assess the impact of savings proposals on groups with various protected characteristics (equality groups). In many of the recent cases of judicial review concerning reductions in services the failure to adequately consider the equalities issues of a particular decision, together with the failure to carry out adequate consultation, has been one of the key issues that has led to a successful challenge to the local authority decision.

It is therefore crucial that we get them right.

The protected characteristics under the law are age, disability, gender re-assignment, marriage and civil partnerships, pregnancy/maternity, race, religion/belief, sex and sexual orientation. In addition Merton takes account of a ninth characteristic, socio-economic, in order to support our focus on bridging the gap between the east and west of the borough.

As part of the equality analysis (EA) process once the analysis of impact on protected groups is complete each proposal is then assessed against four outcomes; as described in the table below.

<p>Outcome 1 – No change required: when the EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed.</p>	<p>Your analysis demonstrates that the proposals are robust and the evidence shows no potential for discrimination and that you have taken all appropriate opportunities to advance equality and foster good relations between groups. If this conclusion is reached, remember to document the reasons for this and the information that you used to make this decision.</p>
<p>Outcome 2 – Adjustments to remove negative impact identified by the EA or to better promote equality. List the actions you propose to take to address this in the Action Plan.</p>	<p>This involves taking steps to remove barriers or to better advance equality. It can mean introducing measures to mitigate the potential negative effect. Remember that it is lawful under the Equality Act to treat people differently in some circumstances, for example taking positive action or putting in place single-sex provision where there is a need for it. It is both lawful and a requirement of the general equality duty to consider if there is a need to treat disabled people differently, including more favourable treatment where necessary.</p>

<p>Outcome 3 – Possible negative outcome that cannot be fully mitigated</p>	<p>A justification to pursue this course of action must be provided in section 10 of the analysis</p>
<p>Outcome 4 – Stop and rethink: when your EA shows actual or potential unlawful discrimination.</p>	<p>If a policy shows unlawful discrimination it must be removed or changed.</p>

A process has been put in place to ensure that we carry out an equalities analysis of all our savings proposals and that this information is available to members in making their decisions. Each proposal on the savings spreadsheet states the outcome and a summary of the issues, with further details available in the full EAs which are attached to this report.

Summary of Draft Equalities Analysis

There have been Draft EAs carried out and agreed on new savings proposals, or baskets of savings proposals. In some areas Draft EAs were completed for each individual savings proposal whilst in others an overarching impact assessment has been completed on all proposals.

It is important that each and every individual EA is considered on its own merit and in the context of the other changes and cuts that are being made. Therefore, what follows should be treated as indicative and not as a replacement for considering each EA.

Community and Housing

Ten separate new savings proposals have been put forward, the impact of these proposals is summarised on five equality analyses.

Children Schools and Families

Three separate new savings proposals have been put forward, the impact of these proposals is summarised on five equality analyses. An equality assessment is attached for saving reference CSF01 and CSF02.

The following narrative has been submitted for saving reference CSF03 - In order to meet our MTFS budget target, we intend to undertake restructuring across the department and including services commissioned externally, to deliver savings of £239k in 2017/18. The details will need to be determined nearer the time in light of demographic changes in overall numbers and the profile of the population, societal expectations, and legislative and inspection requirements, as well as the efficiencies that can be achieved on the basis of systems and process improvements. In order to comply with statutory duties and protect services for the most vulnerable children and young people it will continue to be necessary to reduce services commissioned with the voluntary sector. Both this and internal restructuring will result in redundancies. The equalities impact will need to be assessed at the time and mitigating measures planned and implemented alongside the restructuring, but it is likely that those families with socio-economic difficulties will suffer adverse implications.

Corporate Services

Sixteen separate new savings proposals have been put forward, the impact of these proposals is summarised on eleven equality analyses .

Environment and Regeneration

Eleven separate new savings proposals have been put forward, the impact of these proposals are summarised on four equality analyses. Managers have reviewed the above savings and concluded that an Equality Analysis is not required for savings reference EV01 and EV08 as they have no impact on service delivery.

The table below summarises the information provided:

Summary of Financial and Equality Impact Information

Dept.	Total Savings Proposals				No. of Draft EAs	Outcome			
	No.	2015/16 £000s	2016/17 £000s	2017/18 £000s		1	2	3	4
C&H	10	321	814	484	5	3	2	0	0
CSF	3	150	7	564	2	0	0	2	0
CS	15	291	417	493	10	8	1	1	0
E&R	11	935	225	125	4	1	0	1	0
Overall	39	1697	1463	1666	21	12	3	4	0

Equality Analysis

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

What are the proposals being assessed?	Proposed replacement and additional savings within the Adult Social Care Service Plan
Which Department/ Division has the responsibility for this?	Adult Services (Access & Assessment, Direct Provision and Commissioning) with Community & Housing Department (CH1/4 New Savings)

Stage 1: Overview	
Name and job title of lead officer	Douglas Russell, Adult Social Care Savings Programme Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The aim of the efficiencies is to ensure that the division meets its savings targets over the next 4 years. The objective is to ensure that cashable efficiencies have minimal adverse impact on the customers of Adult Social Care
2. How does this contribute to the council's corporate priorities?	The Adult Social Care Service plan contributes to the Council's Merton 2015 priorities and will ensure that the savings targets are achieved in line with the Corporate Business Plan and the Medium Term Financial Strategy.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Our stakeholders include: customers, carers, faith groups, customer representative groups (e.g. Your Shout, Merton People First, Speak Out Group, Merton centre for Independent Living (MCIL), customer groups within Day Services), Voluntary Sector organisations (e.g. MVSC, and other organisations making up Involve), Merton Clinical Commissioning Group, partnership groups (e.g. LD and Transition Partnership Boards, the Health and Wellbeing Board, Healthwatch, and staff.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Adult Social Care will take overall responsibility for its savings.

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

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

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

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

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

Generally the savings proposed are continued changes to the way in which we deliver our services with reduced budgets, whilst ensuring our ability to deliver our statutory responsibilities. These proposals also include reduction or cessation to services so there may be some impact on some of the equality groups. The FACS criteria are not being amended, so there will be no change in statutory entitlement to support, but there may be an increase in waiting times in some instances.

A comprehensive consultation exercise on these proposals will be complete by the end of March 2014, and the outcome will inform the way we progress the proposals.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	✓			✓	<p>Commissioning: Level 2 CH03 - Brokerage efficiency savings (Best Value Options) - the customer base includes older people. This proposal aims to negotiate and broker Care and Support packages to deliver the best value solution based on assessed need for the customer. CH09 - Remodelling and re-procuring the domiciliary care service - the customer base is predominantly older people. This proposal aims to reduce dependency on domiciliary care services through different forms of contract which incentivise providers to manage demand and new needs, and through other cost effective preventative solutions such as telecare and telehealth. CH10 - Procurement Opportunities - the customer base includes older people. This proposal aims to deliver further efficiencies through contract negotiations. CH14 - All Saints Respite Extension - the customer base includes older people. This proposal aims to extend the All Saints Respite Service offer to PD customers. Access and Assessment: Level 3 CH12 - Remove day care costs from residential customers - the customer base potentially includes older people. This proposal aims to cease including day care costs within residential customers care support packages. Direct Provision: Level 2 CH15 - Assistive Technology - the customer base includes older people. This proposal aims to optimise the use of telecare and assistive technologies to provide a more cost effective alternative to domiciliary care and other forms of intervention - in essence reducing the number of home visits. There maybe concerns on the level of customer social contact.</p>
Disability				✓	<p>Commissioning:</p>

<p>Level 2 CH03 - Brokerage efficiency savings (Best Value Options) - the customer base includes people with disabilities. This proposal aims to negotiate and broker Care and Support packages to deliver the best value solution based on assessed need for the customer. CH09 - Remodelling and re-procuring the domiciliary care service - the customer base could potentially include people with disabilities. This proposal aims to reduce dependency on domiciliary care services through different forms of contract which incentivise providers to manage demand and new needs, and through other cost effective preventative solutions such as telecare and telehealth. CH10 - Procurement Opportunities - the customer base includes people with disabilities. This proposal aims to deliver further efficiencies through contract negotiations. CH14 - All Saints Respite Extension - the customer base includes people with disabilities. This proposal aims to extend the All Saints Respite Service offer to PD customers. Access and Assessment: Level 3 CH12 - Remove day care costs from residential customers - the customer base potentially includes people with disabilities. This proposal aims to cease including day care costs within residential customers care support packages. Direct Provision: Level 2 CH15 - Assistive Technology - the customer base includes people with disabilities. This proposal aims to optimise the use of telecare and assistive technologies to provide a more cost effective alternative to domiciliary care and other forms of intervention - in essence reducing the number of home visits. There maybe concerns on the level of customer social contact.</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>															
<p>Gender Reassignment</p>																
<p>Marriage and Civil Partnership</p>																
<p>Pregnancy and Maternity</p>																
<p>Race</p>																
<p>Religion/ belief</p>																
<p>Sex (Gender)</p>																
<p>Sexual orientation</p>																
<p>Socio-economic status</p>																

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

- **Potential impact of change**
Level 2 & 3: **CH03, CH09, CH10, CH12, CH14, CH15**

Mitigation Plan

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

- **Potential impact on customer is change in current service provider**
Level 2: **CH03, CH09**

Mitigation Plan

In addition to the comprehensive consultation exercise, where a change will be required, then a thorough implementation plan for each change will be developed to include the review of customer needs to identify the suitability, feasibility and acceptability (SFA) of the potential change to the customers' service. This will ensure that where the SFA is negative to the customer, the council's works with the customer, family and stakeholders to identify a service that meets the needs of the customer in the most cost effective way. Furthermore, the customers will be supported through the change process.

- **Potential impact on level of service for customer**
Level 3: **CH12**

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

Stage 4: Conclusion of the Equality Analysis

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

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

Outcome 1 – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**

Outcome 2 – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**

Outcome 3 – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have 'due regard' and you are advised to seek Legal Advice.**

Outcome 4 – The EA shows actual or potential unlawful discrimination. **Stop and rethink your proposals.**

Stage 5: Improvement Action Plan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? E.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Potential impact of change.	Consultation planned up to end of March 2014.	Meetings held and outcome recorded.	March 2014	Established	RAM/JB/JR/AOS	Yes
Potential impact on customer is change in current Service Provider	As well as consultation, a through implementation plan for each change will be developed to include the review of customer needs to identify the suitability, feasibility and acceptability (SFA) of the potential change to the customers' service.	Savings target in Service Plan	On-going up to March 2018	Yes	RAM	Yes
Potential impact on level of service for customer	As well as consultation, a through implementation plan to include a comprehensive checklist to ensure that the solutions developed for customers meet their identified needs. As well as the clear identification of communication channels for customers and comprehensive monitoring mechanism to ensure where there is a change in need a revised solution can be developed and put in place swiftly.	Savings target in Service Plan	March 2015	Yes	JB/JR	Yes

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

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

The key findings of this initial assessment are:

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

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

EQUALITIES TEST OF RELEVANCE AND INITIAL SCREENING

CH5 – Reduction in Media Fund



This form should be completed in line with the Equality Analysis guidance available on the Intranet	
EA completed by: (Give name and job title)	Anthony Hopkins, Head of Library & Heritage Service
EA to be signed off by: (Give name and job title)	Simon Williams, Director of Community and Housing
Department/ Division:	Community & Housing
Team:	Library & Heritage Service
EA completed on:	18 December 2013

Assessing Functions, Policies, Proposed Policies and Procedures for their Relevance (due regard) to the General Duties of the Equality Act 2010.

Relevance Statements – the following statements may help you to determine whether the function/service is relevant to the aims of the Public Sector Equality Duty:

- The outcome(s) of the activity directly and significantly impact on people
- The activity affects some groups of people or communities and not others
- Particular groups of people or communities could be disadvantaged by the function / service
- They activity affects how the services are delivered
- The activity presents a high risk to the Council's public reputation
- The activity relates to an area where there are known inequalities

Protected Characteristics - Key:

Age	A	Race	R
Disability	D	Religion or Belief	RB
Gender Reassignment	GR	Sex	S
Marriage and Civil Partnership	MCP	Sexual Orientation	SO
Pregnancy and Maternity	PM		

Name of Function / Service	Which Protected Characteristic(s) is your function / service relevant to? Tick (✓) all that apply.								Which aims of the Public Sector Equality Duty (PSED) are relevant to your function/service? Can your function/service: Tick (✓) all that apply.			
	A	D	GR	MCP	PM	R	RB	S	SO	Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010?	Advance equality of opportunity between people who share a protected characteristic and those who do not?	Foster good relations between people who share a protected characteristic and those who do not?
Media Fund (reduction in spend from 2015/16)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	

If relevance to the Public Sector Equality Duty is established you are required to undertake an Equality Analysis.

Initial Screening

APPENDIX 4

<p>1. What are the aims, objectives, and desired outcomes of your proposals? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria for eligibility of service etc).</p>	<p>To ensure corporate resilience and to support the medium term financial strategy it is proposed to reduce the Media Fund by £10,000 per annum from 2015/16. Several of the stock contracts, which are used to procure stock, are in the process or have been re-negotiated and have provided improved value for money. Utilising new technology to manage stock has also meant that efficiencies have been delivered within how we procure stock that has provided improved choice for customers and more personalised collections per library.</p>		
<p>2. Who are the main people/groups affected by your proposals? (Consider who are the internal and external customers)</p>	<p>As the Library Service is a universal service this proposal could potentially impact on all equality groups but through the measures mentioned above it is felt that there will be little, if any, impact on customers.</p>		
<p>3. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this screening?</p>	<p>Library usage statistics along with customer satisfaction surveys have been used to inform this screening. Benchmarking against other authorities on stock spend and usage has also been undertaken.</p>		
<p>4. Is there evidence to suggest that your proposal(s) could affect some groups of people in different ways?</p>	Yes	Explain the reason for your decision	
	No	✓	

Assessing Impact

Please indicate how the proposals affect the Protected Characteristics listed below:

APPENDIX 4

If you have identified potential negative impact(s) above, then it is necessary to complete an Equality Analysis. If there is no negative impact you do not need to complete an Equality Analysis.

	Positive Impact	Negative Impact	Neither	Reason / Comment / Evidence
Age			✓	
Disability			✓	
Gender Reassignment			✓	
Marriage and Civil Partnership			✓	
Pregnancy and Maternity			✓	
Race			✓	
Religion or Belief			✓	
Sex			✓	
Sexual Orientation			✓	
Outcome of screening	Equality Analysis is not required			
Lead Officer	Anthony Hopkins / Head of Library & Heritage Service			
Director/Head of Service	Simon Williams / Director of Community & Housing			
Signed				
Dated				

EQUALITIES TEST OF RELEVANCE AND INITIAL SCREENING

CH6 – Increased Income



This form should be completed in line with the Equality Analysis guidance available on the Intranet	
EA completed by: (Give name and job title)	Anthony Hopkins, Head of Library & Heritage Service
EA to be signed off by: (Give name and job title)	Simon Williams, Director of Community & Housing
Department/ Division:	Community & Housing
Team:	Library & Heritage Service
EA completed on:	18 December 2013

Assessing Functions, Policies, Proposed Policies and Procedures for their Relevance (due regard) to the General Duties of the Equality Act 2010.

Relevance Statements – the following statements may help you to determine whether the function/service is relevant to the aims of the Public Sector Equality Duty:

- The outcome(s) of the activity directly and significantly impact on people
- The activity affects some groups of people or communities and not others
- Particular groups of people or communities could be disadvantaged by the function / service
- They activity affects how the services are delivered
- The activity presents a high risk to the Council's public reputation
- The activity relates to an area where there are known inequalities

Protected Characteristics - Key:

Age	A	Race	R
Disability	D	Religion or Belief	RB
Gender Reassignment	GR	Sex	S
Marriage and Civil Partnership	MCP	Sexual Orientation	SO
Pregnancy and Maternity	PM		

Name of Function / Service	Which Protected Characteristic(s) is your function / service relevant to? Tick (✓) all that apply.								Which aims of the Public Sector Equality Duty (PSED) are relevant to your function/service? Can your function/service: Tick (✓) all that apply.			
	A	D	GR	MCP	PM	R	RB	S	SO	Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010?	Advance equality of opportunity between people who share a protected characteristic and those who do not?	Foster good relations between people who share a protected characteristic and those who do not?
Increase in income collected by Library Service in 2015/16 by £13,000	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓

If relevance to the Public Sector Equality Duty is established you are required to undertake an Equality Analysis.

Initial Screening

APPENDIX 4

<p>1. What are the aims, objectives, and desired outcomes of your proposals? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria for eligibility of service etc).</p>	<p>To ensure corporate resilience and to support the medium term financial strategy the proposal is to increase income collected by the library service by £13,000 per annum from 2015/16. To deliver these additional savings the service will build on the commercial services it provides through various accommodation improvements and in providing commercial space for companies in libraries. This builds upon the proposals stated in the Library & Heritage Service Fees and Charges review of 2013/14.</p>		
<p>2. Who are the main people/groups affected by your proposals? (Consider who are the internal and external customers)</p>	<p>As a universal service this proposal could potentially impact on all equality groups. However, in reality there is likely to be little impact on any groups as the majority of the income will be generated through private lettings although some space may also be let out in public areas in libraries. The Library Service already has checks in place to ensure that lettings are made to responsible users and terms and conditions are in place.</p>		
<p>3. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this screening?</p>	<p>CIPFA statistics have shown that the Library & Heritage Service already operates at a successful commercial level in comparison to other authorities. Capital works have been undertaken in this financial year for invest to save that will support with delivering the increased income.</p>		
<p>Is there evidence to suggest that your proposal(s) could affect some groups of people in different ways?</p>	<p>Yes</p>		
	<p>No</p>	<p>✓</p>	

Assessing Impact

Please indicate how the proposals affect the Protected Characteristics listed below:

APPENDIX 4

If you have identified potential negative impact(s) above, then it is necessary to complete an Equality Analysis. If there is no negative impact you do not need to complete an Equality Analysis.

	Positive Impact	Negative Impact	Neither	Reason / Comment / Evidence
Age			✓	
Disability			✓	
Gender Reassignment			✓	
Marriage and Civil Partnership			✓	
Pregnancy and Maternity			✓	
Race			✓	
Religion or Belief			✓	
Sex			✓	
Sexual Orientation			✓	
Outcome of screening	Equality Analysis is not required			
Lead Officer	Anthony Hopkins / Head of Library & Heritage Service			
Director/Head of Service	Simon Williams / Director of Community & Housing			
Signed				
Dated				

Equality Analysis

Please refer to the guidance for carrying out an [Equality Analysis](#).
 Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?	Introduce self-service libraries at off peak times in branch libraries
Which Department/ Division has the responsibility for this?	Community & Housing / Library & Heritage Service

Stage 1: Overview	
Name and job title of lead officer	Anthony Hopkins, Head of Library & Heritage Service
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>The proposal is to provide self-service libraries at off peak times in branch libraries. The proposal affects Raynes Park, Pollards Hill, Donald Hope and West Barnes libraries.</p> <p>Utilising new self-service technology the proposal is to provide a different model of off peak service for these libraries. Library opening hours will not be affected and there will still be a security guard presence on site to support customers. Utilising the services strong base of volunteer’s additional numbers will be recruited during these off peak times to provide customer support. The standard service will continue to operate but potentially with a reduced activity and information offer during self-service times.</p> <p>This proposal will enable the Library & Heritage Service to reduce staffing by 3.5 FTE and deliver savings of £90,000 per annum.</p>
2. How does this contribute to the council’s corporate priorities?	This proposal contributes towards the Medium Term Financial Strategy for the Council and supports corporate resilience.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	All users of the aforementioned libraries will be affected by these proposals. The proposal will also present additional operational constraints on staff and managers at other libraries to ensure reliability of the service.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The responsible owner for this proposal is the Library & Heritage Service. The proposal has an impact on the contracted security guard service and will require additional volunteer capacity that is sourced in partnership with the Volunteer Centre Merton.

Stage 2: Collecting evidence/ data

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

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

Previous opening hour’s research and the results of the annual Public Library User Survey have been used to inform the current opening hour’s provision. A review of library opening hours was presented to Cabinet on 21 October 2013 recommending the extension of opening hours from existing resources. This proposal was agreed and rolled out in January 2014 using elements of self-service libraries.

User satisfaction with Merton’s libraries is very high and in particular with library opening hours. 98% of surveyed users are satisfied with library opening hours, the highest satisfaction level since the survey has been undertaken. Usage is currently at its highest rate since records have been collected with 30% of the population regularly using the library service. Over 1,100,000 physical visits to libraries took place in 2012/13. Self-service usage in libraries currently accounts for 92% of customer transactions.

As a universal service this proposal could potentially impact on all equality groups. In order to try and mitigate the impact research will be undertaken in the year prior to the rollout of this proposal to provide the self-service library offer at times when each library is least used. Current research would suggest that this would likely be mid morning and at some sites in the evening but this will be reviewed again. This proposal will ensure that the current opening hours offer is safeguarded whilst delivering efficiencies.

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		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		
	Yes	No	
Age	✓	✓	Usage statistics show that different groups use the library through the day. Off peak times mean that some usage groups will be more affected by this proposal than others. Usage is currently at its highest amongst children and young people’s groups but generally in peak times.
Disability	✓	✓	During off peak times support will still be provided for disabled groups but

						the level of support may not be as significant as in fully staffed hours. Standard support by security guards and volunteers will be in place to ensure DDA compliance at all times.
Gender Reassignment		✓			✓	We have limited information on how this proposal will impact on this customer group.
Marriage and Civil Partnership		✓			✓	We have limited information on how this proposal will impact on this customer group.
Pregnancy and Maternity		✓			✓	We have limited information on how this proposal will impact on this customer group. Support in using the self-service terminals will remain in place during off peak times.
Race		✓		✓		Usage statistics show that different groups use the library through the day. Off peak times currently mean that some usage groups will be more affected by this proposal than others. Proportionately higher numbers of users from BME groups use libraries than other ethnic groups.
Religion/ belief		✓			✓	Different groups use the library throughout the day although there is limited information to suggest that there will be a direct impact on this equality group.
Sex (Gender)		✓		✓		Usage statistics show that more women use library services than men in comparison to resident population.
Sexual orientation		✓			✓	We currently do not retain user information relating to this equality group although this will be introduced in the new year. There is limited information to suggest whether this proposal will have an impact on this customer group.
Socio-economic status		✓		✓		Opening hours have been configured based on usage information and resident feedback. The service provides a consistent opening hour's offer but the current opening hours offer provides challenges for working age people. Opening hours will continue to be reviewed to ensure a broad offer of opening hours is provided.
						Information services will be limited during off peak times but this will be widely marketed so that customers are aware of when the full provision is available. This could potentially have some impact on people requiring urgent information who do not have adequate computers skills.

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

In order to mitigate any negative impact on equality groups research will be undertaken to ensure that the self-service library offer is available at the least used times of each library. Additional training will be provided to our contracted security guards in equalities awareness and additional volunteers will be recruited during self-service hours to ensure that there is a sufficient level of support for customers.

The self-service library offer will be widely promoted amongst residents to ensure that they are aware of the hours when the reduced service will be available. Residents will be made aware of core staffed hours and self-service hours and what level of service they can expect. This service offer will be built into future Customer Charters and Service Standards.

Stage 4: Conclusion of the Equality Analysis

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

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

Outcome 1 – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**

Outcome 2 – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**

Outcome 3 – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have 'due regard' and you are advised to seek Legal Advice.**

Outcome 4 – The EA shows actual or potential unlawful discrimination. **Stop and rethink your proposals.**

Stage 5: Improvement Action Plan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Potential lack of support for customers during self-service times	Provide additional training for security guards in library procedures and equalities	Active usage = 56,000 Opening hours offer to remain consistent Customer satisfaction = 78% (ARS)	March 2017	Existing	Library Managers	Yes
Potential lack of support for customers during self-service times	Recruit additional volunteers to support the library during self-service hours through a borough wide recruitment campaign	Active volunteers = 200+ Active usage = 56,000 Opening hours offer to remain consistent Customer satisfaction = 78% (ARS)	March 2017	Existing	Library Managers / VCM	Yes
Public awareness of self-service offer	Widely publicise offer through local media and libraries. Identify specific target groups from equalities data	Active usage = 56,000 Customer satisfaction = 78% (ARS)	March 2017	Existing	Libraries SMT	Yes
Deciding which hours to provide self-service offer in	Use usage data and survey information to inform final self-service opening hours offer	Active usage = 56,000 Customer satisfaction = 78% (ARS)	December 2016	Existing	Libraries SMT	Yes

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

Stage 6: Reporting outcomes

APPENDIX 4

10. Summary of the equality analysis

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

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

The proposal to offer self-service libraries at off peak times will ensure that a consistent library opening hours offer is available that satisfies customer expectations and addresses the need to deliver efficiencies in the way that the library service is delivered. This Equalities Analysis has identified specific actions around using usage and satisfaction data to inform the self-service offer. It has also highlighted the need to ensure that a wide ranging marketing campaign is undertaken to raise resident awareness of the proposal and the impact it will have on the service.

Being a universal service this proposal may have an indirect impact on some usage groups more than others but this will be mitigated wherever possible and will be reviewed upon rollout of this service offer. It is the recommendation of this analysis that this proposal is taken forward.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Anthony Hopkins / Head of Library & Heritage Service Add name/ job title	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service		Signature:	Date:

COMMUNITY AND HOUSING

Equality Impact Initial Assessment Form

Division	Community and Housing / Housing Needs & Enabling Division
Name of assessor	Elliot Brunton Housing Options Manager
Date of assessment	19th December 2013
Title function/policy/service to be assessed	Housing Needs & Enabling Division

1. Describe the aims / objectives and purpose of the function or policy	Reduction in homelessness grant, rationalisation of housing needs administrative budgets and deletion of one post. The homelessness prevention grant is not ring fenced and can be utilised for homeless prevention or other purposes.
2. Are there any other functions. policies or services, which might be linked with this one	Housing strategy, Homelessness strategy,
3. Who will benefit from this policy / service /function	No clear benefit to service delivery
4. Who was consulted	N/a

	Positive Impact	Negative Impact	Neither	Reason / Comment / Evidence
Age			✓	Services are accessed by various age groups. In the period 01.04.2013 to 30.11.2013 the youngest household approaching as homeless was recorded as 17 and the eldest 69. The majority 60% were from age group 25-44
Disability			✓	The council continues to promote needs on the grounds of disability. The allocations strategy offers overriding priority to households who need to move urgently due to medical

COMMUNITY AND HOUSING

				concerns and has quotas under Band D to provide housing for households with mental health needs and learning disabilities.
Gender			✓	Services are accessed by households led by an almost even split of genders. In the period 01/04/13 to 30/11/13 45% of homelessness approaches were made by male lead applicants and 55% by female lead applicants.
Race			✓	Services are accessed by a variety of ethnic groups. In the period 01/04/13 to 30/11/13 the largest ethnic group accessing homelessness service was White British representing 26% of approaches. The second largest ethnic group was African British representing 15% followed by white other 9.7%.
Religion / belief			✓	Homelessness services are accessed by persons from various religious groups. In the period 01/04/13 to 30/11/13 only 40% of homelessness applicants had a response to their religion with the others recorded as either unknown or not stated. The largest recorded religion amongst homeless approaches was Christian followed by Muslim.
Sexuality			✓	Homelessness services are accessed by persons from various sexuality groups. However in the period In the period 01/04/13 to 30/11/13 only 24% of homelessness applicants had a response to their sexuality recorded with the others recorded as not stated or unknown. The largest sexuality category to record a response was the Heterosexual group. Less than 2% of recorded responses were for Gay, Lesbian or Other sexuality options combined.

COMMUNITY AND HOUSING

Please give a brief description of how this policy benefits the equality target groups identified in the above table ie promotes equality?	<p>Historically there has been an under spend in the homelessness prevention grant and the council has continued to maintain the lowest level of numbers of households in temporary accommodation.</p> <p>Utilisation of the homelessness prevention grant by the council may have a positive impact on other service areas and equality groups.</p> <p>There is no benefit to equality target groups as result of changes in administrative budgets or the deletion of one post.</p>
If there is a negative impact on any equality target group, is the impact intended or legal? <i>If no, then full Equality Impact Assessment should be completed.</i>	Changes arising from the Welfare Reform Act have been enacted and there is the potential for an impact on the service. Should demand for services increase in line with existing demographics of households accessing the homelessness service then there could be an indirect impact on the equality groups who are already shown to most commonly access this service.
What actions could be taken to amend the policy/service to minimise the low negative impact?	The Housing Needs TOM documents sets out plans to provide a number of online self-help tools which may result in fewer customers requiring specialist interventions from front line officer, potentially offsetting the reduced staffing capacity. This will be assessed as part of the TOM process
If there is no evidence that the policy/service promotes equality, equal opportunities or improves relations within equality target groups, what amendments could be made to achieve this?	N/a

Recommendation

Full Equality Impact Assessment required: No

Signed by Manager of assessor

Equality Group scrutiny date

Equality group recommendation



Equality Analysis

What are the proposals being assessed?	Savings in CSF Early Years services
Which Department/ Division has the responsibility for this?	
Children Schools and Families, Education Division, Early Years	
Stage 1: Overview	
<p>Name and job title of lead officer</p> <p>What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)</p>	<p>Allison Jones, Service Manager Early Years (CSF01)</p> <p>Savings of £150k in 2015/16, £7k in 2016/17 and £250k in 2017/18 in CSF Early Years. These savings are to be made via reductions in services to support Children's Centres (CCs), although the numbers of nursery places provided will be unaffected, and support and delivery to key target groups/geographical locations will be maintained. We will reshape services in partnership with key stakeholders so that we continue to impact on narrowing the gap in outcomes for more vulnerable children and their families. From 2016 onwards there will be a reduced quality assurance capability including advice, support and challenge to the sector, with the central capacity covering safeguarding and inclusion issues. There will be a limited training programme other than where providers are prepared to pay the full cost. However, cover will be maintained for specific statutory requirements as specified in Childcare Act 2006. Reductions to Children's Centre services will be in accordance with assessed need. There will be reduction in posts, which will impact on women as the majority of the early years workforce are female.</p>
<p>How does this contribute to the council's corporate priorities?</p>	<p>The savings are to be delivered with no reduction in priority areas, including the sufficient supply of good quality early education and childcare places in areas of deprivation, and targeted early intervention services through CCs for vulnerable families with very young children. The savings are proposed to meet budgetary targets with the minimum adverse impact on service delivery.</p>
<p>Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.</p>	<p>80% of all Merton families with children under 5 are registered at their local Children's Centre. As well as direct work with families, the service supports up to 500 childcare and early education providers who look after thousands of children on behalf of their families, and are a key employer of the children's workforce across the borough.</p>
<p>Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?</p>	<p>Several of our CCs are within schools who are our partners in delivering early years services. We also work with a range of statutory, voluntary and community sector partners who co-deliver or are co-located in CCs in accordance with the DfE / Ofsted requirements, including: health visitors, JCP, midwifery services, JCP, CAB, Relate, and LBM CSC. Extensive partnership working also takes place with the private, voluntary, independent school and maintained school sectors in the delivery of early education and childcare places, in order to achieve sufficiency across a mixed market model and maintain/improve standards of provision. The LA has overall responsibility.</p>

Stage 2: Collecting evidence/ data				
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).	Take up of EY services is increasing by families in areas of deprivation, as is access by more vulnerable groups including families with children with additional needs, lone parents, out of work families, families from black and minority ethnic backgrounds and those presenting with lower level mental health issues. There is also a general improvement in the quality of EY provision in areas of deprivation. However, data also shows an increasing gap in attainment at the end of the EY Foundation Stage, particularly for many of the equality groups. This gap continues through school. Our work will continue to close those gaps by focusing the reshaped services on those most in need.			
Stage 3: Assessing impact and analysis				
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)	Positive impact		Negative impact	
	Yes	No	Yes	No
Age		✓		✓
Disability		✓		✓
Gender Reassignment		✓		✓
Marriage & Civil Partnership		✓		✓
Pregnancy & Maternity		✓	✓	
Race		✓		✓
Religion/ belief		✓		✓
Sex (Gender)		✓	✓	
Sexual orientation		✓		✓
Socio-economic status		✓	✓	
If you have identified a negative impact, how do you plan to mitigate it?				
Develop criteria to prioritise support to settings that take funded 2 year olds, in areas of deprivation and with limited capacity to improve, in communities where low attainment and poor outcomes are of high concern, and in school nurseries where children have low attainment at age 5. Continue to deliver the national pilot for childcare hubs, developing peer to peer support and use evaluation findings to inform future direction. Business modelling to establish scope for buy back service. Strengthening multi-agency working and co-location.				

Stage 4: Conclusion of the Equality Analysis	
	Which of the following statements best describe the outcome of the EA (Tick one box only)
	Outcome 1 – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. No changes are required.
	Outcome 2 – The EA has identified adjustments to remove negative impact or to better promote equality. Actions you propose to take to do this should be included in the Action Plan.
✓	Outcome 3 – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. 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						
Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? (performance measure / target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Age (0 - 5s) Pregnancy and Maternity Sex (gender) Socio –economic status	Further targeting of services and support to more vulnerable children, families and settings Consultation with sector re setting support and families and key partners re CCs Early Help/Early Intervention Framework for 0-2s Further embedding of multi agency/Partnership working Delivery on key recommendations from Early Years and Health review Capacity building and sustainability of high quality funded 2 year old places Rationalise services delivered via CCs – evidence based and targeted/prioritised Embed Locality working and funding formula	Ofsted – good and above EYFSP scores Data analysis Children’s Centre - Performance Framework Monitoring and evaluation Consultation CSA Quality Assurance Frameworks Continuous Improvement Framework Family Poverty Assessment	reporting quarterly academic year and yearly	existing	AJ	Yes

Stage 6: Reporting outcomes		
Summary of the equality analysis		
This Equality Analysis has resulted in an Outcome	3	Assessment
The proposal is to make savings to meet MTFS targets by reducing services to support Children's Centres, whilst maintaining the numbers of places provided within them and targeting services on those most at risk/need. Given the nature of the services, those with socio-economic difficulties may be affected, however, action is being taken to mitigate the impact through ever sharper service targeting and partnership working.		
Stage 7: Sign off by Director/ Assistant Director		
Assessment completed by	Allison Jones, Service Manager Early Years Penny Badcoe, Business Partner	Signature:
Improvement action plan signed off by Director/ Assistant	Jan Martin, AD Education	Date:

What are the proposals being assessed?	Savings in CSF Merton School Improvement services	
Which Department/ Division has the responsibility for this?	Children Schools and Families, Education Division, SSQ	
Stage 1: Overview		
Name and job title of lead officer	Kate Saksena, Service Manager SSQ	
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>Savings in Merton School Improvement of £75k in 2017/18.</p> <p>Support for schools requiring improvement and high level monitoring of schools that are good or better will remain. Training programmes will move towards a self-funding model with more limited capacity to provide intensive support to underperforming schools.</p> <p>The savings are proposed to meet departmental MTFs budget targets.</p>	
How does this contribute to the council's corporate priorities?	<p>The Council is committed to ensuring that all of our services are good or better. The Ofsted profile of our schools is better than the national and London averages. The remaining MSI capacity will be targeted at schools requiring improvement and on the prevention of Ofsted failure.</p>	
Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>Schools will only receive support if they require improvement, or otherwise if they are prepared to pay the full cost. These savings may have an adverse impact on the education of CYP in general including those within disadvantaged groups, however, four of the schools within the most socio-economic disadvantaged areas are now academies and only receive local authority support for school improvement on a traded basis. All council-run schools are committed to improving standards and narrowing outcome gaps and support will be targeted to those schools serving the most needy populations.</p>	
Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Merton School Improvement works with schools in the borough.	

Stage 2: Collecting evidence/ data			
<p>What evidence have you considered as part of this assessment? Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).</p>	<p>Current data used to assess the service and the impact of any reduction includes national data sets relating to school performance (eg. Raiseonline, Performance tables), LA data sets and analysis, Ofsted inspection data, reports by MSI inspectors and individual school data. The team uses these national and local data sets to target their support, focusing on schools with the greatest level of challenge and with the biggest gaps in pupils outcomes. The evidence shows that these schools are those in areas of greatest socio-economic need, with higher levels of pupil premium funding. Merton has, however, a good track record in narrowing the gaps and some schools within the most socio-economic disadvantaged areas are now out of council control.</p>		
Stage 3: Assessing impact and analysis			
<p>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)?</p>			
Protected characteristic (equality group)	Tick which applies		Reason / Impact
	Positive impact	Negative impact	
	Yes	No	
Age		✓	No positive impact is expected as a result of this proposal to reduce MSI services in order to meet MTFS targets.
Disability		✓	
Gender Reassignment		✓	
Marriage & Civil Partnership		✓	The savings may reduce the quality of education in Merton's schools with an adverse impact on CYP and their families. The effective targeting of residual services will be used to mitigate potential impact, particularly on those groups more at risk of educational underperformance.
Pregnancy & Maternity		✓	
Race		✓	
Religion/ belief		✓	
Sex (Gender)		✓	
Sexual orientation		✓	
Socio-economic status		✓	
<p>If you have identified a negative impact, how do you plan to mitigate it?</p>			
<p>An even greater focus on schools with the greatest level of need and the lowest outcomes.</p>			
Stage 4: Conclusion of the Equality Analysis			

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

Outcome 1 – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**

Outcome 2 – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**

✓ **Outcome 3** – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have ‘due regard’ and you are advised to seek Legal Advice.**

Outcome 4 – The EA shows actual or potential unlawful discrimination. **Stop and rethink your proposals.**

Stage 5: Improvement Action Pan

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

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?
Possible detrimental effect on pupils with low socio-economic status	Increased targeting of those schools where pupil premium pupils are not achieving at national levels	In ROL outcomes showing progress measures for PP pupils,	October each year	Existing	Kate Saksena	Reinforcing current plan
	Close monitoring of school use of pupil premium funding					

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 Equality Analysis has resulted in an Outcome 3 Assessment

The proposal is to make savings to meet MTFs targets by reducing MSI services. There is likely to be an adverse impact on CYP and their families, which may be more significant for those with socio-economic problems, but should not impact disproportionately on other protected characteristics / equalities groups. The proposal is being made because savings have to be made and cuts to other service areas would have more serious impact, and / or would threaten delivery in accordance with statutory requirements.

Stage 7: Sign off by Director/ Assistant Director			
Assessment completed by	Kate Saksena, Service Manager SSQ Penny Badcoe, Business Partner	Signature: Kate Saksena	Date: December 2013
Improvement action plan signed off by Director/ Assistant	Jan Martin, AD Education	Signature:	Date:

Equality Analysis

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

What are the proposals being assessed?	Deletion of Assistant Director post
Which Department/ Division has the responsibility for this?	Customer Services/Corporate Services

Stage 1: Overview	
Name and job title of lead officer	Sean Cunniffe, Head of Customer Contact
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Deletion of Assistant Director post within Corporate Services (CS60)
2. How does this contribute to the council's corporate priorities?	Reduction of budget
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	A position has been vacant since August 2011 with the duties shared by Head of Revenues & Benefits and Head of Customer Contact. No affect on customers or staff. The implementation of the Customer Contact programme will require a revision of the top level structure within Corporate Services.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No

Stage 2: Collecting evidence/ data

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

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

No affect by the deletion of this post.

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

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

None identified

Stage 4: Conclusion of the Equality Analysis

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

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

Outcome 1 – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**

Outcome 2 – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**

Outcome 3 – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have ‘due regard’ and you are advised to seek Legal Advice.**

Outcome 4 – The EA shows actual or potential unlawful discrimination. **Stop and rethink your proposals.**

Stage 5: Improvement Action Plan

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

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

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

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

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

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

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

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Sean Cunniffe, Head of Customer Contact	Signature: S Cunniffe	Date: 12.12.13
Improvement action plan signed off by Director/ Head of Service	Caroline Holland, Director of Corporate Services	Signature:	Date:

Equality Analysis

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

What are the proposals being assessed?	Corporate Services savings proposals for: i) CHAS dividend (CS61), ii) appropriate recharging for support of Public Health (CS62)
Which Department/ Division has the responsibility for this?	Corporate Services, Resources Division

Stage 1: Overview	
Name and job title of lead officer	Paul Dale, Interim Assistant Director Resources
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The savings proposals above will result in no reduction to service provision as they result in additional income and appropriate charging for services.
2. How does this contribute to the council's corporate priorities?	These proposals contribute to "Corporate Capacity" and the delivery of sound financial management by balancing the budget.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	There should be no impact on service delivery or our customers. Public Health funding allocations will allow for appropriate charging by support services.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	None

Stage 2: Collecting evidence/ data

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

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

CHAS dividend is income above that already contained within revenue estimates
Recharges to Public Health are based on the actual support given to the service since it transferred in April 2013.

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

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

Not applicable

Stage 4: Conclusion of the Equality Analysis

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

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

Outcome 1 – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**

Outcome 2 – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**

Outcome 3 – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have ‘due regard’ and you are advised to seek Legal Advice.**

Outcome 4 – The EA shows actual or potential unlawful discrimination. **Stop and rethink your proposals.**

Stage 5: Improvement Action Plan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Not Applicable						

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

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

[From the analysis undertaken it is envisaged that the savings proposals will have no equalities impact.](#)

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Paul Dale, Interim AD Resources	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Caroline Holland, Director of Corporate Services	Signature:	Date:

Equality Analysis

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

What are the proposals being assessed?	Reorganisation of systems development and support arrangements. (Savings Proposal CS63 Budget Process 2014/5)
Which Department/ Division has the responsibility for this?	Business Improvement, Corporate Services

Stage 1: Overview	
Name and job title of lead officer	Sophie Ellis, Assistant Director of Business Improvement
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	To deliver financial savings of £162k over 20016/8 through the reorganisation of support arrangements for the Council's IT systems. This will be either through a reduction in post numbers and/or a reconfiguration of support across a different type/level of post. It is not possible at this stage to determine the approach in more detail as it will need to be informed by a more detailed analysis of the organisation's support requirements at the time. The proposals made here are based on the informed assumption that system support requirements will reduce over the interim period as the council's IT systems are rationalised and aligned.
2. How does this contribute to the council's corporate priorities?	The proposal sits within the Corporate Capacity theme and seeks to ensure a highly efficient IT system support service.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Internal customers – all staff/services reliant on IT systems supported by the division will be affected since the support arrangements will be reduced – either in terms of actual volume of officers available and/or the level of skills/expertise within the team. There is potential for a direct and tangible impact in particular on the IT Services Team in the Infrastructure & Transactions Division who require IT Systems' support when amending the Council's IT infrastructure. Staff – a reduction in posts and/or changes to the posts within the service. External customers – there is potential for a secondary impact on the council's service users should the proposed arrangements have a detrimental impact on the reliability/functionality of systems.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the	The division works closely with the IT Services team in the Infrastructure & Transactions division to ensure a high quality IT infrastructure and systems architecture – responsibility for the former sits with I&T and for the latter with Business Improvement though collaborative working is essential to the effectiveness of both

partners and who has overall responsibility?

services.

Stage 2: Collecting evidence/ data

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

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

Analysis has been undertaken on organisational demand for the IT Systems service against the current systems architecture, as well as on the basis of the emerging target systems architecture arising out of the organisations transformation delivery planning.

The proposal is also developed on the basis of consultation with DMTs and service leads throughout 2013 to determine their anticipated needs. Further research and analysis will be required throughout the period to 2015/6 to achieve a more detailed understanding of the true demands of the service as major transformation projects in the intervening period come to a conclusion and benefits are realised.

Detailed analysis on the impact on staff and individual systems will need to be undertaken at this time. This will help determine the likely impact on particular groups or individuals within the external and internal customer group and staff affected by the proposal.

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		Reason
	Positive impact	Potential negative impact	
	Yes	No	
Age			Briefly explain what positive or negative impact has been identified Given that the proposal involves posts and staff there is potential for it to impact on some of these groups, although the likelihood of this is low given the scale of the changes proposed. It is not possible to state with certainty at this stage whether this is the case; detailed analysis will be needed nearer the time when it is known which posts are affected and in what ways. This will also clarify the impact on customer segments.
Disability		✓	
Gender Reassignment		✓	
Marriage and Civil Partnership			
Pregnancy and Maternity		✓	
Race		✓	
Religion/ belief		✓	
Sex (Gender)		✓	
Sexual orientation		✓	
Socio-economic status		✓	

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

A full EA will be conducted on the detailed proposal once it is clearer which posts will be affected and how. This analysis will explore the impact on affected staff and specific IT systems; the latter will help develop a clearer understanding of the potential impact on internal and external customer groups.

In the period between now and 2015/6 the service will work to deliver a series of transformational projects that rationalise and stabilise the Council's systems architecture to reduce reliance on highly professional expertise for problem resolution and customisation.

Stage 4: Conclusion of the Equality Analysis

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

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

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

Stage 5: Improvement Action Plan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Staff	A full EA to be conducted in 2015/6 once affected posts are identified.	EA to be included in the consultation materials as per the Council's Managing Organisational Change procedure.	Q3 2015/6	Ex.	AD BI	Y
Internal customers	A full EA to be conducted in 2015/16 once affected systems are identified.	EA and consultation material will be shared with DMTs for approval	Q3 2015/6	Ex	AD BI	Y
External customers	As above	As above	Q3 2015/6	Ex	AD BI	Y

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

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

The proposed change will be managed in line with the Council's Managing Organisational Change procedure and therefore a full EA and detailed consultation will be undertaken and all mitigating actions identified through that process put in place.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Sophie Ellis, AD Business Improvement	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Caroline Holland, Director of Corporate Services	Signature:	Date:

Equality Analysis

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

What are the proposals being assessed?	Resources savings proposals for: i) reductions in treasury running costs (CS64), interest charged through cash management (CS68) and bank giro charges (CS67) ii) consolidation of various budgets (CS65), and iii) appropriate recharging for support of the Pension Fund (CS66)
Which Department/ Division has the responsibility for this?	Corporate Services, Resources Division

Stage 1: Overview	
Name and job title of lead officer	Paul Dale, Interim Assistant Director Resources
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The savings proposals above will result in no reduction to service provision as they result from service efficiencies and appropriate charging for services.
2. How does this contribute to the council's corporate priorities?	These proposals contribute to "Corporate Capacity" and the delivery of sound financial management by balancing the budget.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	There should be no impact on service delivery or our customers. The proposals will enable the same level of service to be delivered from a lower level of funding.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	None

Stage 2: Collecting evidence/ data

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

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

Historical spend on budgets has been reviewed and different processes and ways of working have been considered to deliver the savings required. It is not envisaged that these savings proposals will have any impact on service delivery.

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		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Disability		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Gender Reassignment		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Marriage and Civil Partnership		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Pregnancy and Maternity		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Race		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Religion/ belief		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Sex (Gender)		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Sexual orientation		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Socio-economic status		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	

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

Not applicable

Stage 4: Conclusion of the Equality Analysis

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

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

Outcome 1 – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**

Outcome 2 – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**

Outcome 3 – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have ‘due regard’ and you are advised to seek Legal Advice.**

Outcome 4 – The EA shows actual or potential unlawful discrimination. **Stop and rethink your proposals.**

Stage 5: Improvement Action Plan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Not Applicable						

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

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

[From the analysis undertaken it is envisaged that the savings proposals will have no equalities impact.](#)

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Paul Dale, Interim AD Resources	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Caroline Holland, Director of Corporate Services	Signature:	Date:

Equality Analysis

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

What are the proposals being assessed?	Cease Councillors courier service and send out items electronically or via the standard postal system. (Savings Proposal CS69)
Which Department/ Division has the responsibility for this?	Corporate Services/Infrastructure & Transactions Division

Stage 1: Overview	
Name and job title of lead officer	Mark Humphries – Assistant Director Infrastructure & Transactions
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Reduce expenditure and achieve a financial saving by not using a courier to deliver documents directly to Councillors at home either by sending them out electronically and providing local printing facilities or alternatively sending them through the standard Royal Mail postal system.
2. How does this contribute to the council's corporate priorities?	More efficient and cost effective method of handling documents and papers which will reduce expenditure and provide a financial saving.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	This proposal will only affect Councillors.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No the delivery of the documents is the responsibility of Infrastructure and Transactions but the proposal is likely to have some impact on the Democratic Services team who collate all of the reports and information in preparation for Council and Committee meetings. The change of delivery arrangements is likely to mean that the time that is available for the production and collation of these documents is likely to reduce as it will take longer for the documents to be delivered.

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 frequency of the Councillors courier service has been reduce previously over a number of years which has had some impact on the timescales available for the production of reports and other supporting documents for Council and committee meetings.

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

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

No negative impact identified.

Stage 4: Conclusion of the Equality Analysis

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

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

Outcome 1 – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**

Outcome 2 – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**

Outcome 3 – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have ‘due regard’ and you are advised to seek Legal Advice.**

Outcome 4 – The EA shows actual or potential unlawful discrimination. **Stop and rethink your proposals.**

Stage 5: Improvement Action Plan

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

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

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

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome of no negative impact of implementing the proposed change of service delivery

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Mark Humphries, Assistant Director Infrastructure & Transactions	Signature:	Date:16/12/13
Improvement action plan signed off by Director/ Head of Service	Caroline Holland, Director of Corporate Services	Signature:	Date:16/12/13

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?	Proposal to apply a £3.00 charge to customers requesting a hard copy paper invoice for any services which are administered through the Transactional Services team. (Savings proposal CS70)
Which Department/ Division has the responsibility for this?	Corporate Services/ Infrastructure & Transactions Division

Stage 1: Overview	
Name and job title of lead officer	Mark Humphries, AD Infrastructure and Transactions
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	To encourage a shift towards E-billing and electronic invoicing, which will improve efficiency by reducing manual processing and also generate cost savings in respect to postage and stationery. If customers require a hard copy paper invoice it will be sent via the standard postal system but a £3.00 administration charge will be added to their account. This will also ensure that customers receive their invoices in a timely manner and as the invoice is payable upon receipt it should also improve the Council's cash flow arrangements.
2. How does this contribute to the council's corporate priorities?	Promoting the move towards using more cost effective channels is one of the underlying principles of the Customer Contact strategy, which looks to reduce operating costs and improve efficiency through the use of new technology and other E-commerce opportunities.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The proposal will affect a wide range of customers who pay for services provided by the Council; these include commercial organisations such as members of the Contractors Health and Safety scheme (CHAS) and potentially some local residents that pay for adult social care services and who have elected to receive invoices electronically. All customers will benefit from a reduction in the time taken to generate and issue invoices and ensure that they are received in a timely manner. This will also speed up the payment process improve cash flow and a reduced risk of penalty charges being made for late payment of invoices.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	There are a number of departments involved in the delivery of services which utilise Transactional Services team to produce and administer invoices, but this proposal does not have any direct impact on direct service provision.

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).

Customer Insight information that was collected as part of the Customer Contact programme shows that there are relatively high levels of digital inclusion across the country and also within the borough, and on that basis a gradual shift towards delivering invoices electronically to commercial organisations and other customers would not create any significant issues.

Evidence collected as part of a pilot scheme already being operated within Corporate Services for the year covering 2013/14 shows that over a third of the Councils Business Rates have been collected through electronic invoicing and E-payments in the first year of operation which demonstrates the scope to move customers on to more cost effective channels.

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

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

No negative impact identified

Stage 4: Conclusion of the Equality Analysis

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

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

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

Stage 5: Improvement Action Plan

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

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

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

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

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

[From the analysis undertaken it is envisaged that the savings proposals will have no equalities impact.](#)

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Mark Humphries, Assistant Director Infrastructure & Transactions	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Caroline Holland, Director of Corporate Services	Signature:	Date:

Equality Analysis

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

What are the proposals being assessed?	Proposal to delete two “In-house” trainers posts within IT Service Delivery (Savings proposal CS71)
Which Department/ Division has the responsibility for this?	Corporate Services/ Infrastructure & Transactions Division

Stage 1: Overview	
Name and job title of lead officer	Mark Humphries – Assistant Director Infrastructure & Transactions
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	To deliver financial savings of £85k over the period 2016/18 by deleting the two full time trainers posts within the IT Service Delivery section. The proposal is to delete 2 FTE posts which currently deliver “In house” bespoke training on a number of corporate IT systems which include Carefirst, and re-provide this training through new on line E-learning packages which will be made available as part of new systems such as (SCIS) Social Care Information System which are currently being procured.
2. How does this contribute to the council’s corporate priorities?	The savings are required as part of the Medium Term Financial Strategy and it is felt that the training currently provided on IT systems can be delivered in a more cost effective and efficient manner.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Two full time members of staff who currently deliver the “In-house” training provision. Children Schools & Families and Community & Housing are likely to be most affected by this proposal as the vast majority of the training being delivered relates to systems used by these two departments
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Responsibility for the delivery of training on corporate IT systems currently sits with Infrastructure & Transactions but with the recent centralisation of Learning and Development budgets there may be opportunities to provide additional training and support for departments centrally if required.

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).

As part of the development of new IT systems, suppliers generally now include training packages and embedded online self-help modules which form part of the overall software package. This approach generally helps to speed up the initial roll out of new systems and information is updated on a regular basis to reflect any changes or upgrades which are applied to the system. This then allows users to adjust to these changes without the need for costly and time consuming face to face training which reduces cost and also minimizes disruption to service delivery.

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

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

No negative impact identified

Stage 4: Conclusion of the Equality Analysis

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

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

Outcome 1 – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**

Outcome 2 – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**

Outcome 3 – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have ‘due regard’ and you are advised to seek Legal Advice.**

Outcome 4 – The EA shows actual or potential unlawful discrimination. **Stop and rethink your proposals.**

Stage 5: Improvement Action Plan

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

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

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

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

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

[From the analysis undertaken, it is envisaged that the savings proposal will have no adverse equalities impact.](#)

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Mark Humphries Assistant Director – Infrastructure & Transactions	Signature:	Date: 20/12/13
Improvement action plan signed off by Director/ Head of Service	Caroline Holland Director of Corporate Services	Signature:	Date:

Equality Analysis

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

What are the proposals being assessed?	Savings achieved through the consolidation of revenue budgets within Infrastructure & Transactions. (Savings proposal CS72)
Which Department/ Division has the responsibility for this?	Corporate Services/ Infrastructure & Transactions Division

Stage 1: Overview	
Name and job title of lead officer	Mark Humphries, Assistant Director Infrastructure & Transactions
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The savings proposals above will result in no reduction to service provision as they have been achieved through operational efficiencies.
2. How does this contribute to the council's corporate priorities?	Delivery of savings as required by the Medium Term Financial Strategy.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	There should be no adverse impact on service delivery or to our customers. The proposals will enable the same level of service to be delivered from a lower level of funding.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	None

Stage 2: Collecting evidence/ data

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

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

Historical spend on budgets has been reviewed and different processes and ways of working have been considered to deliver the savings required. It is not envisaged that these savings proposals will have any impact on service delivery.

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

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

Not applicable

Stage 4: Conclusion of the Equality Analysis

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

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

Outcome 1 – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**

Outcome 2 – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**

Outcome 3 – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have ‘due regard’ and you are advised to seek Legal Advice.**

Outcome 4 – The EA shows actual or potential unlawful discrimination. **Stop and rethink your proposals.**

Stage 5: Improvement Action Plan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Not Applicable						

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

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

[From the analysis undertaken it is envisaged that the savings proposals will have no equalities impact.](#)

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Mark Humphries, Assistant Director Infrastructure & Transactions	Signature:	Date: 20/12/13
Improvement action plan signed off by Director/ Head of Service	Caroline Holland, Director of Corporate Services	Signature:	Date:

Equality Analysis

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

What are the proposals being assessed?	Legal Services savings of £80,000 (£60k by 2017 and £20k by 2018) by deletion of 2 x FTE (CS73)
Which Department/ Division has the responsibility for this?	Corporate Governance Division, Corporate Services Department

Stage 1: Overview	
Name and job title of lead officer	Paul Evans, Assistant Director of Corporate Governance and Joint Head of Legal Services
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The deletion of two posts will be achieved by driving efficiencies in service delivery and changes in demand for legal support which are expected in the future.
2. How does this contribute to the council's corporate priorities?	These proposals contribute to "Corporate Capacity"
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The affected persons will be the Departments, Officer and Members of Merton, Richmond, Sutton and Kingston who use the legal service.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The responsibility is shared with the London Boroughs of Richmond, Sutton and the Royal Borough of Kingston upon Thames who all contribute to the funding of the South London Legal Partnership. The Shared Service Governance Board will determine how the savings will be applied.

Stage 2: Collecting evidence/ data

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

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

We would need to consider the protected characteristics of the complement of staff likely to be affected at the time the savings are required. As this is not until 2017/18 and the establishment is fluid it is not possible to undertake this analysis at this time. It is, however, unlikely that there will be a negative impact.

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

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

N/A

Stage 4: Conclusion of the Equality Analysis

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

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

Outcome 1 – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**

Outcome 2 – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**

Outcome 3 – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have 'due regard' and you are advised to seek Legal Advice.**

Outcome 4 – The EA shows actual or potential unlawful discrimination. **Stop and rethink your proposals.**

Stage 5: Improvement Action Plan

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

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

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

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

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

[From the analysis undertaken it is envisaged that the savings proposals will have no equalities impact.](#)

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Fiona Thomsen, Head of Shared Legal Services	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Paul Evans, AD Corporate Governance	Signature:	Date:

Equality Analysis

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

What are the proposals being assessed?	HR savings of £127,000 (CS74 - £69k for 2016/2017 and CS75 - £58k for 2017/18) by deletion of 3 x FTE in total and procurement economies of scale from partnership work with other councils
Which Department/ Division has the responsibility for this?	HR Division, Corporate Services Department

Stage 1: Overview	
Name and job title of lead officer	Dean Shoesmith, Joint Head of HR Services
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The deletion of two posts in the central operations team will be achieved by driving efficiencies in service delivery consolidation of shared structures. The deletion of one post in L&D will be achieved by further efficiency measures through reorganisation and service consolidation.
2. How does this contribute to the council's corporate priorities?	These proposals contribute to "Corporate Capacity"
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The affected persons will be the Departments, Officer and Members of Merton and Sutton who use the HR service.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The responsibility is shared with the London Borough of Sutton. The responsibility has potential for being shared more widely dependent on the review of a four-borough HR shared service with Kingston and Richmond. The HR Shared Service Governance Board has governance to determine how the savings will be applied.

Stage 2: Collecting evidence/ data

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

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

We would need to consider the protected characteristics of the complement of staff likely to be affected at the time the savings are required. As this is not until 2017/18 and the establishment is fluid it is not possible to undertake this analysis at this time however the workforce is currently predominantly female and measurement will be taken before and after the recommended changes

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		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Disability		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Gender Reassignment		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Marriage and Civil Partnership		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Pregnancy and Maternity		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Race		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Religion/ belief		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Sex (Gender)		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		The affected part of the workforce is predominantly female
Sexual orientation		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Socio-economic status		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	

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

Ensure a fair, consistent application of selection for redundancy procedures and monitor impact before and after implementation of the measures

Stage 4: Conclusion of the Equality Analysis

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

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

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

Stage 5: Improvement Action Plan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Potential gender impact on a predominantly female workforce	Ensure a fair, consistent application of selection for redundancy procedures and monitor impact before and after implementation of the measures	Seek to ensure the representation of staff.	31/3/17 and 31/3/18	No	Marissa Bartlett and Kim Brown	Yes

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

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

- Ensure a fair, consistent application of selection for redundancy procedures and monitor impact before and after implementation of the measures may not be possible to fully mitigate, explain your justification with full reasoning.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Dean Shoesmith, Joint Head of HR	Signature:	Date:23/12/13
Improvement action plan signed off by Director/ Head of Service	Caroline Holland, Director of Corporate Services	Signature:	Date:23/12/13

Equality Analysis

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

What are the proposals being assessed?	<p>EV02: Increase by £5 per year parking permits in the following categories: Teachers, Trade and Business permits.</p> <p>EV11 : increase by 10% (average) pay and display parking charges for all On and Off Street locations</p>
Which Department/ Division have the responsibility for this?	Environment & Regeneration, PP&D

Stage 1: Overview	
Name and job title of lead officer	Paul Walshe Parking Services Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	These increase in charges to parking permits and pay and display parking charges are where we have not made changes for over 3 years. The aim is to manage demand to improve the availability of parking spaces for ad hoc parking. Before any increases are implemented a survey must be carried to show if demand during peak times of operation reach or exceeded 85% of capacity as apposed to an average figure. The 85% figure is an industry benchmark.
2. How does this contribute to the council's corporate priorities?	Improves the availability of parking spaces leading to improved resident and customer satisfaction.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The residents and the ad hoc users of Permit and On Street pay and display parking bays will benefit by the increase in charges as the aim of any increase in charges to reduce demand for these types of parking spaces. The existing purchasers of these types of parking spaces and permits will be negatively affected as they will be required to pay more for to park.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No

Stage 2: Collecting evidence/ data

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

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

As part of these proposals an assessment of the capacity issues will need to be undertaken to confirm if there is a need to increase costs as way of managing demand. The groups using this service are Businesses, Trade, Teachers and the public in general. Whilst there will be impact due to an increase in costs to park groups such as blue badge holders will not be adversely affected and in fact may benefit as they are allowed to park in the parking spaces that we are attempting to increase capacity.

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 <i>The negative impacts are unknown</i>
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age				X	There is no data that indicates the types of groups as listed below will be affected by these proposals.
Disability				X	As above
Gender Reassignment				X	As above
Marriage and Civil Partnership				X	As above
Pregnancy and Maternity				X	As above
Race				X	As above
Religion/ belief				X	As above
Sex (Gender)				X	As above
Sexual orientation				X	As above
Socio-economic status				X	Whilst the status is unknown about this group the fact that the intention is to increase the costs of parking permits by £5 and pay and display parking may adversely affect this group.

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

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

Stage 4: Conclusion of the Equality Analysis

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

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

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

Stage 5: Improvement Action 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?
If any identified through service level changes	Action plan to mitigate	Measuring customer feedback	2014	Existing	Paul Walshe	Included as part of service review plan.

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


Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

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

The realignment of management structures will ensure that there is no negative impact arising from this proposal.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Paul Walshe Parking Services Manager	Signature: Paul Walshe	Date: 29/11/2012
Improvement action plan signed off by Director/ Head of Service	John Hill , Head of Public Protection and Development	Signature: 	Date: 30/11/2012

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?	EV03, EV04, EV05, EV06, EVO7: Deletion of 2 enforcement officer posts Deletion of 1 admin officer(outsource admin functions) Deletion of 1 admin officer (Shared service DC and BC admin) Deletion of 2 planning officers Deletion of 1 Development Control/ BC area team leader
Which Department/ Division has the responsibility for this?	PP@D/ E @ R

Stage 1: Overview	
Name and job title of lead officer	Neil Milligan
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)	Designed to deliver savings from 2015/16. The aim is to make financial savings whilst seeking to retain a statutory planning function. These proposed savings are in addition to others previously agreed.
2. How does this contribute to the council's corporate priorities?	This is a savings proposal and whilst it seeks to retain the statutory function it does not directly contribute to Corporate priorities. Service standards will be affected.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The reduction of the posts will result in a reduced capacity to support the planning applications processes resulting reduced ability to meet any government set performance targets. Applicants and residents will therefore receive a reduced service. Equalities groups are represented in the population served.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall	No

Stage 2: Collecting evidence/ data

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

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

There is very limited information presently collected on such groups using the service. Planning applications are often submitted by planning agents and developers on behalf of residents. It is not believed that the equality groups are disproportionately represented in the client population in terms of planning applicants. Unauthorised development requiring enforcement action takes place in all parts of the borough. With the capacity of the team reduced, all groups would experience a reduced service.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		X	X		No evidence that any protected group will be disproportionately impacted'
Disability		X	X		
Gender Reassignment		X	X		
Marriage and Civil Partnership		X	X		
Pregnancy and Maternity		X	X		
Race		X	X		
Religion/ belief		X	X		
Sex (Gender)		X	X		
Sexual orientation		X	X		
Socio-economic status		X	X		

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

It is not believed that there would be a disproportionate impact on equality groups. Planning applicants are likely to have higher socio economic status since they are usually property owners and seeking to invest capital funds in development activity. The negative impact from these proposed budget changes cannot be wholly mitigated for any group. In the first instance better information on service users and impact would need to be sought in order to identify the impact and what action if any could be taken, however there are limited funds to support such activity.

Stage 4: Conclusion of the Equality Analysis

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

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

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

Stage 5: Improvement Action Plan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? E.g. performance measure/target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/team plan?
Identified through significant service level reductions	Action plan to mitigate (subject to resources)	Measuring customer feedback. Significant complaint numbers inevitable	2016	additional for monitoring	Neil Milligan	no

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome [3](#) Assessment

There is a negative impact on all of the groups identified since the proposals involve the reduction in the size of the planning and planning enforcement function DC, however, there is no disproportionate effect on any protected group. Therefore, the range and breadth of service will be reduced to such an extent that it will affect members of the public, businesses, partner organisations, corporate objectives and regeneration proposals designed to benefit all groups. There is little if any mitigation that can be put in place to address this. The equality groups affected are not disproportionately affected.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Neil Milligan Building and Development Control Manager	Signature: Neil Milligan	Date: 20/12/2013
Improvement action plan signed off by Director/ Head of Service	John Hill , Head of Public Protection and Development / Chris Lee Director	Signature:	Date: 6.1.14

What are the proposals being assessed? Which Department/ Division has the responsibility for this?	Renegotiation of the Leisure Centres Contract EV09 Environment & Regeneration Department / Sustainable Communities Division
Stage 1: Overview	
<p>Name and job title of lead officer</p> <p>1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)</p>	<p>Christine Parsloe, Leisure & Culture Development Manager</p> <p>1.) Energy Savings – Remove the requirement of the contractor to invest £30k per annum for the next 7 years in energy savings initiatives and replace this with a one off bid to central government for investment into energy savings initiatives which the council would procure and implement with the contractor.</p> <p>2) Energy Savings – Bring back in house the responsibility for the payment of the energy bills making savings through tariff, etc. The negotiation will require the contractor still to take a usage risk, whilst the council would take back the tariff risk.</p> <p>3) Additional income generation through operation of the new floodlit multi-use games area within the contract, whilst still maintaining a mixed economy of use on the new facilities in order to meet the external funding agreements, sports development plan and local needs</p> <p>4) Pensions savings – the roll out of the Governments Opt-Out Pensions Agreement is now rolling out and there are some savings from this roll out.</p>
<p>2. How does this contribute to the council's corporate priorities?</p>	<p>Delivers savings through doing our business with our contractors differently making efficiency savings. Delivers increased opportunities for sports & physical activity participation by all the community including those who can afford, thus generating additional income.</p>
<p>3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.</p>	<p>1, 2 & 4 - These will affect the contractors (GLL), LB Merton's Facilities and Leisure & Culture Development Teams who will all have changes to the way in which back office functions take place. This proposal benefits the Council by making savings</p> <p>3 - This will affect the contractors (GLL) and external customers in the delivery of new activities on the new sports facility. This proposal will benefit the local community and external customers by creating increased sporting and physical activity opportunities whilst making savings for the council through increased income.</p>
<p>4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?</p>	<p>This responsibility is shared with the contractor, Greenwich Leisure Limited, and our Corporate Services Facilities Team and will require Legal Team support to carry out the contract change notices. External Funding Partners are supporting the building of the new Floodlit Multi-use Games Area. Overall the responsibility is jointly shared by the Environment & Regeneration Department (on behalf of the Council) and the Contractor, Greenwich Leisure Limited</p>

Stage 2: Collecting evidence/ data

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

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

There are no negative equality impacts in this submission, rather the construction of two floodlit lit multi-use games areas will increase opportunities for sports & physical activities in the Mitcham area.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	X			X	Football development plan will target people of all ages to increase physical activity
Disability	X			X	Football development plan will target disabled people to increase physical activity
Gender Reassignment		X		X	
Marriage and Civil Partnership		X		X	
Pregnancy and Maternity		X		X	
Race	X			X	Football development plan will welcome all people to increase physical activity and target any specific groups as appropriate
Religion/ belief		X		X	
Sex (Gender)	X			X	Football development plan will target women & girls to increase sport & physical activity
Sexual orientation		X		X	
Socio-economic status	X			X	Football development plan will ensure that there are a range of activities, events and programmes to suit all people including charges levied

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

None.

Stage 4: Conclusion of the Equality Analysis

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

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

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

Stage 5: Improvement Action Plan

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

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

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

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

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

In assessing these savings proposals it is clear that the burden of work will fall onto officers of the Council and the Contractor, GLL. All parties have already had early discussions and are working to bring these savings to fruition whilst minimizing any burden these changes may cause. From an equalities point of view none of these changes cause any concerns. On the introduction of a Floodlit Multi-use Games Area which will be added into the Leisure Management Contract, there is in place a Football Development Plan that will become a contractual obligation on GLL to deliver thus protecting the equalities issues that could arise in terms of access, costs and ability to participate. This is of positive benefit to the local community as it creates an opportunity that would not have otherwise had and it is in public ownership hence access to all can be protected through the contract. There are no negative impacts in this savings proposal. No particular groups will be affected more than another. There are no courses of action required as part of this assessment.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Christine Parsloe Leisure & Culture Development Manager	Signature:	Date: 18 December 2013
Improvement action plan signed off by Director/ Head of Service	James McGinlay Head of Sustainable Communities	Signature:	Date: 18 December 2013

Equality Analysis

What are the proposals being assessed?	EV10 Specific proposals will be determined for the Greenspaces service through the TOM process
Which Department/ Division has the responsibility for this?	Environment & Regeneration/Greenspaces

Stage 1: Overview	
Name and job title of lead officer	Doug Napier, Greenspaces Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Specific proposals will be determined through the TOM process in order to generate budget savings either through reduced expenditure and/or increased income generation
2. How does this contribute to the council's corporate priorities?	The proposals will support efforts to ensure that the council operates more efficiently and at reduced cost, recognising current corporate priorities insofar as possible
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	A range of customers are likely to be affected including staff, service users and stakeholders and partners. The outcome will contribute to the overall operation efficiency of the service and the council as a whole
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	To be determined through the TOM process, but it is highly likely that some of the proposals will be shared with other departments and partners

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 evidence considered will depend upon the nature of the proposals developed through the TOM process

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

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

To be confirmed

Stage 4: Conclusion of the Equality Analysis

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

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

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

Stage 5: Improvement Action Plan

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

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

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

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

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

[To be confirmed](#)

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Doug Napier, Greenspaces Manager	Signature:	Date: 17/12/13
Improvement action plan signed off by Director/ Head of Service	James McGinlay Head of Sustainable Communities	Signature:	Date:

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Funding of free schools

Capital

From the capital perspective, there are several grants from the DfE

Devolved Formula Capital (DFC) is calculated by formula on a school by school basis (£4k per school plus an amount per pupil depending on whether they are primary, secondary or SEN), DFC funds for academies or free schools do not pass through the local authority.

Capital Maintenance grant is allocated in the same proportions as DFC, so a Free School in Merton would have the same effect on our allocation for this grant as a Free School outside Merton (a very small reduction by reducing the remaining available funds).

Basic Need is based on forecast shortfall in pupil places in a Local Authority area. The 2013/14 and 2014/15 allocations were based on the difference between 2011/12 pupil places and forecast 2015/16 pupil numbers. This calculation considers all schools in the Local Authority area including Free Schools and Academies. Hence, any Free School opening in Merton would reduce the forecast shortfall in places and therefore the amount of Basic Need grant allocated to Merton, but all of this allocation would still come to the Council.

Capital Grants for establishing a free school would be a matter between the school and the DfE.

DfE can and do vary their funding allocation methods so the above could be subject to change.

Revenue

The annual revenue funding for Free Schools is based on the average funding received by maintained schools and Academies in the same local authority. The funding for each Free School will be calculated and paid by the Education Funding Agency (EFA) based on the funding model designed by the Department for Education.

The only funding Merton would need to pay from our DSG, would be SEN statement funding and Early Years funding for 2-4 year olds in the same manner as we currently do to Maintained Schools, Academies, and independent providers and would therefore not cause any cost pressure.

The potential revenue effect of new Free School could be via the impact on pupil numbers. If the new school draws pupils away from current maintained schools, the

reduced numbers will reduce grants like the DSG, Pupil Premium (PP) and the Education Services Grant (ESG) which is based on pupil numbers.

The DSG and PP will reduce the funding that existing schools receive should the free schools divert pupils from them. If the Free school attracts new pupils from outside the current pupil population it will not have this impact. Although the DSG will not impact financially on the GF, it could impact on the services the Local Authority deliver which are funded from the DSG.

The opening of a new free school (or academy) leads to a reduction in the Education Support Grant which is received as part of the council's central grants. Each Merton pupil in a new academy or free school leads to a reduction in the ESG of approximately £116.46 per pupil (at current rates).

Due to the increasing demand for school places the risk of schools losing existing pupil numbers is low. It would however depend where the school opens as opening in an over-subscribed area could impact on nearby maintained school numbers and could impact on the revenue funding for new expansions.

Housing Benefit Expenditure Increase

The 2013/14 mid year housing benefit expenditure shows an increase from the budgeted amount. The budgeted amount was £85.556 million and the mid year estimate was £98.323 million. The mid year estimate was based on actual expenditure figures as at week 18.

The DWP queried our estimate and stated that they thought it was high, so we undertook some analysis on caseload and rent levels.

Caseloads

We identified that whilst the caseload for housing association claimants remained fairly static since April 2012 but caseload for private rented sector claims have increased by over 5% over the past 18 months – (from June 12 to June 13 there was over a 5% increase in claims). Claims for non-HRA rent rebate (bed and breakfast and licenced accommodation) have also increased over the past 18 months

See caseload data below:

Caseload:

Month	HB Total	PRS	RSL	% rise	RR	% rise
Aug-13	13678	5963	7637	1%	78	26%
Jun-13	13650	5963	7624		63	
Mar-13	13567	5905	7600	2%	62	15%
Dec-12	13492	5753	7671		68	
Sep-12	13432	5695	7678		59	
Jun-12	13370	5666	7647		57	
Apr-12	13271	5597	7620		54	

PRS - private rented sector,
RSL - registered social landlord,
RR - rent rebate

Rent levels

Our largest housing associations had relatively high rent increases in April 13:
Merton Priory Homes - in excess of 5%
MOAT (old Pollards Hill housing stock) – between 4-5%
Wandle Housing Association - approximately 3%

In addition, the majority of our LHA room rates increased by just over 2% from April 12 to April 13.

As an example of the impact on expenditure, one claim for housing benefit based on a 2 bedroom LHA rate in Raynes Park, where the claimant was in receipt of full benefit would add approximately £13,500 to the total expenditure.

We have adjusted down our estimated expenditure to take account of the impact of the implementation of the benefit cap and the reduction in housing benefit. The DWP have accepted our estimated expenditure.

Movement in Capital Programme 2013-17 Since Approval in March 2013

These appendices are designed to provide scrutiny panels with up to date information on the movement of the capital programme since it was approved in March 2013. Month 8 (November 2013) monitoring information will form the basis of capital funding calculations, as such, detailed meetings have been held with budget managers to challenge budget forecasts. This has resulted in considerable movement in the proposed programme, which will be presented to Cabinet on 20 January 2014. The changes in the overall programme for 2013/14 since the presentation of October monitoring information are summarised below but see the financial monitoring report for the detail:

Department	Proactis Budget	Increase/ (Decrease)	Revised Budget
Community and Housing	2,362,930	(586,750)	1,776,180
Corporate Services	7,473,030	(1,990,570)	5,482,460
Children Schools and Families	20,044,510	(7,182,400)	12,862,110
Environment and Regeneration	14,665,620	(2,421,380)	12,244,240
Total Capital	44,546,090	(12,181,100)	32,364,990

This appendix contains three Annexes:

- (i) Provides the proposed summarised departmental programme – November 2013 Monitoring for 2014/15
- (ii) Provides the detailed departmental programme – November 2013 Monitoring for 2014/15 to 2017/18
- (iii) Provides the movement in the programme to 2017/18 since it was approved in March 2013. Change classifications include slippage, re-profiling, virement, new funding and other adjustments. All schemes for 2017/18 are new as this is the first time this year has been shown in detail.

Summary Capital Programme 2013-17 – November Monitoring

	Scrutiny Panel *	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18
Community and Housing					
Total Adult Social Care	HCOP	1,097,600	0	0	0
Total Housing	SC	1,240,000	0	0	0
Total Libraries	SC	0	350,000	550,000	0
Total		2,337,600	350,000	550,000	0

	Scrutiny Panel *	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18
Corporate Services					
Total Corporate Budgets	OSC	2,680,340	2,007,000	500,000	0
Total Business Improvements	OSC	1,525,000	0	0	0
Total Resources	OSC	561,700	0	0	0
Total Information Technology	OSC	417,000	584,000	1,862,000	1,806,000
Total Facilities Management	OSC	1,600,000	500,300	1,000,000	1,000,000
Total		6,784,040	3,091,300	3,362,000	2,806,000

Summary Capital Programme 2013-17 – November Monitoring

Environment and Regeneration	Scrutiny Panel *	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18
Total Footways Planned Works	SC	1,000,000	1,000,000	1,000,000	1,000,000
Total Greenspaces	SC	422,810	250,000	425,000	250,000
Total Highways General Planned Works	SC	612,670	412,000	419,000	419,000
Total Highways Planned Road Works	SC	1,500,000	1,500,000	1,500,000	1,500,000
Total Leisure Centres	SC	1,300,000	10,300,000	300,000	300,000
Total Other	SC	27,160	0	0	0
Total Regeneration Partnerships	SC	4,290,860	1,378,000	1,037,000	0
Total Plans and Projects	SC	70,000	0	0	0
Total Street Lighting	SC	410,000	200,000	462,000	290,000
Total Street Scene	SC	315,000	315,000	60,000	60,000
Total Transport for London	SC	1,839,000	1,839,000	0	0
Total Traffic and Parking Management	SC	135,000	135,000	150,000	156,000
Total Transport and Plant	SC	3,009,400	3,000,000	500,000	500,000
Total Safer Merton - CCTV & ASB	SC	145,000	0	0	0
Total Environmental Health	SC	1,264,000	764,000	784,000	340,000
Total Waste Operations	SC	60,000	60,000	20,000	20,000
Total		16,400,900	21,153,000	6,657,000	4,835,000

Summary Capital Programme 2013-17 – November Monitoring

Children, Schools and Families	Scrutiny Panel *	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18
Primary School Expansions					
Cranmer expansion	CYP	1,885,960	492,050	0	0
Cricket Grn Exp-Chapel Orchard	CYP	0	0	0	0
Dundonald expansion	CYP	1,728,000	2,740,410	1,117,000	0
Hillcross School Expansion	CYP	2,626,930	2,122,900	0	0
Joseph Hood Permanent Expansn	CYP	116,550	0	0	0
Merton Abbey	CYP	3,422,510	437,610	0	0
Pelham School Expansion	CYP	3,849,000	852,290	0	0
Poplar Permanent Expansion	CYP	3,125,200	953,170	0	0
St Mary's expansion	CYP	2,571,500	100,000	0	0
Singlegate expansion	CYP	3,606,750	600,000	0	0
Wimbledon Park expansion	CYP	60,000	0	0	0
22 FE School Expansion	CYP	0	95,000	2,575,000	2,075,000
23 FE School Expansion	CYP	0	0	100,000	555,000
24 FE School Expansion	CYP	0	0	100,000	1,625,000
25 FE School Expansion	CYP	0	0	100,000	1,625,000
26 FE School Expansion	CYP	0	0	0	618,780
27 FE School Expansion	CYP	0	0	0	300,000
28 FE School Expansion	CYP	0	0	0	300,000
Primary Expansion Contingency	CYP	2,000,000	0	0	0
Total Primary School Expansions		24,992,400	8,393,430	3,992,000	7,098,780
Other					
Devolved Formula Capital	CYP	45,310	0	0	0
Schools Access Initiative Inc	CYP	0	0	0	0
St Ann's Primary Phase	CYP	139,430	0	0	0
Total Schs Cap Maint & Accessibility	CYP	500,000	600,000	600,000	600,000
Liberty Primary School	CYP	0	0	0	0
Primary school autism unit	CYP	691,700	238,300	0	0
Perseid	CYP	800,000	500,000	0	0
Secondary School Autism Unit	CYP	350,000	850,000	0	0
Cricket Green	CYP	50,000	100,000	3,000,000	0
Youth&Comm centres reprovision	CYP	20,000	0	0	0
Secondary School expansion	CYP	275,000	1,475,000	14,495,000	13,700,000
Schools Equipment Loans	CYP	322,800	0	0	0
Total Other		3,194,240	3,763,300	18,095,000	14,300,000
Total		28,186,640	12,156,730	22,087,000	21,398,780

Detailed Capital Programme 2013-17 – November Monitoring

Community and Housing	Scrutiny Panel *	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18
Adult Social Care					
Laptops for Social Care Mngrs	HCOP	0	0	0	0
Laptops for Other Staff	HCOP	60,000	0	0	0
CareFirst report Development	HCOP	14,000	0	0	0
Excel Add-Ins	HCOP	3,000	0	0	0
Captive E-Learning CareFirst	HCOP	5,850	0	0	0
Telehealth	HCOP	43,750	0	0	0
Replacement SC System	HCOP	971,000	0	0	0
Total Adult Social Care		1,097,600	0	0	0
Housing					
8 Wilton Road	SC	480,000	0	0	0
Western Road *	SC	760,000	0	0	0
Total Housing		1,240,000	0	0	0
Libraries					
Relocation of Colliers Wood Library	SC	0	0	550,000	0
Library Self Service	SC	0	350,000	0	0
Total Libraries		0	350,000	550,000	0
TOTAL		2,337,600	350,000	550,000	0

Detailed Capital Programme 2013-17 – November Monitoring

Corporate Services	Scrutiny Panel *	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18
Corporate Budgets					
Acquisitions Budget	OSC	1,042,340	500,000	500,000	0
Transformation Budgets	OSC	638,000	507,000	0	0
Capital Bidding Fund	OSC	1,000,000	1,000,000	0	0
Total Corporate Budgets		2,680,340	2,007,000	500,000	0
Business Improvements					
Replace doc management system	OSC	740,000	0	0	0
Customer Contact Programme	OSC	785,000	0	0	0
Total Business Improvements		1,525,000	0	0	0
Resources					
Improving Information Systems	OSC	561,700	0	0	0
Total Resources		561,700	0	0	0
Information Technology					
Planned Replacement Programme	OSC	182,000	299,000	1,412,000	1,686,000
ITSD Enhancements	OSC	35,000	85,000	250,000	120,000
Multi-Functioning Device (MFD)	OSC	200,000	200,000	200,000	0
Total Information Technology		417,000	584,000	1,862,000	1,806,000
Facilities Management					
Civic Centre refurbishment	OSC	100,000	0	0	0
Energy Utility Invest to Save	SC	250,000	150,000	150,000	150,000
Invest to Save schemes-General	OSC	250,000	150,300	150,000	150,000
Water Safety Works	OSC	0	0	150,000	150,000
Asbestos Safety Works	OSC	0	0	250,000	250,000
Capital Works - Facilities	OSC	200,000	200,000	300,000	300,000
Civic Centre Passenger Lifts	OSC	650,000	0	0	0
Civic Centre Windows	OSC	150,000	0	0	0
Total Facilities Management		1,600,000	500,300	1,000,000	1,000,000
TOTAL		6,784,040	3,091,300	3,362,000	2,806,000

Detailed Capital Programme 2013-17 – November Monitoring

Children, Schools and Families	Scrutiny Panel *	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18
Primary School Expansions					
Cranmer expansion	CYP	1,885,960	492,050	0	0
Dundonald expansion	CYP	1,728,000	2,740,410	1,117,000	0
Hillcross School Expansion	CYP	2,626,930	2,122,900	0	0
Joseph Hood Permanent Expansn	CYP	116,550	0	0	0
Merton Abbey	CYP	3,422,510	437,610	0	0
Pelham School Expansion	CYP	3,849,000	852,290	0	0
Poplar Permanent Expansion	CYP	3,125,200	953,170	0	0
St Mary's expansion	CYP	2,571,500	100,000	0	0
Singlegate expansion	CYP	3,606,750	600,000	0	0
Wimbledon Park expansion	CYP	60,000	0	0	0
22 FE School Expansion	CYP	0	95,000	2,575,000	2,075,000
23 FE School Expansion	CYP	0	0	100,000	555,000
24 FE School Expansion	CYP	0	0	100,000	1,625,000
25 FE School Expansion	CYP	0	0	100,000	1,625,000
26 FE School Expansion	CYP	0	0	0	618,780
27 FE School Expansion	CYP	0	0	0	300,000
28 FE School Expansion	CYP	0	0	0	300,000
Primary Expansion Contingency	CYP	2,000,000	0	0	0
Total Primary School Expansions		24,992,400	8,393,430	3,992,000	7,098,780

Detailed Capital Programme 2013-17 – November Monitoring

Children, Schools and Families	Scrutiny Panel *	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18
Secondary School Expansions					
Scheme 1 Phased extra 4FE	CYP	50,000	150,000	2,800,000	0
Scheme 2 Phased extra 4FE	CYP	50,000	150,000	2,800,000	0
Scheme 3 Phased extra 4FE	CYP	50,000	150,000	2,800,000	0
Scheme 4 New school phased 6-8FE	CYP	100,000	1,000,000	4,000,000	7,000,000
Scheme 5 Phased extra 2FE	CYP	0	0	95,000	1,500,000
Scheme 6 Phased extra 2FE	CYP	25,000	25,000	1,900,000	3,000,000
Scheme 7 - extra 1FE	CYP	0	0	50,000	1,100,000
Scheme 8 - extra 1FE	CYP	0	0	50,000	1,100,000
Total Secondary School Expansions		275,000	1,475,000	14,495,000	13,700,000
Other					
Garden PCP	CYP	0	0	0	0
Devolved Formula Capital	CYP	45,310	0	0	0
Schools Access Initiative Inc	CYP	0	0	0	0
St Ann's Primary Phase	CYP	139,430	0	0	0
Breaks-disabled children grant	CYP	0	0	0	0
<i>Schools Cap Maint & Accessibility</i>	CYP	0	0	0	0
Schs Cap Maint & Accessibility	CYP	500,000	600,000	600,000	600,000
Cricket Gn-Imprved site access	CYP	0	0	0	0
Morden - Safer access scheme	CYP	0	0	0	0
Merton Pk- Entrance adaptation	CYP	0	0	0	0
Contingency	CYP	0	0	0	0
Beecholme - Automated Gates	CYP	0	0	0	0
Cricket Green - External Improvements	CYP	0	0	0	0
Lonesome - Main Heating etc.	CYP	0	0	0	0
St Marks Pri - Automated Gates	CYP	0	0	0	0
The Sherwood - Boiler & Perim. Fnc	CYP	0	0	0	0
West Wimb. - Boiler & Perim. Fnc	CYP	0	0	0	0
Wimb Chase - Dining Hall Roof	CYP	0	0	0	0
Total Schs Cap Maint & Accessibility		500,000	600,000	600,000	600,000
Liberty Primary School	CYP	0	0	0	0
Primary school autism unit	CYP	691,700	238,300	0	0
SSPeter & Paul PCP	CYP	0	0	0	0
Perseid	CYP	800,000	500,000	0	0
Secondary School Autism Unit	CYP	350,000	850,000	0	0
Cricket Green	CYP	50,000	100,000	3,000,000	0
Youth&Comm centres reprovion	CYP	20,000	0	0	0
B631 - Solar PV Raynes Prk Pav	CYP	0	0	0	0
Raynes Park Sports Pavilion	CYP	0	0	0	0
<i>Total Raynes Park Sports Pavilion</i>	CYP	0	0	0	0
Ursuline School Loan	CYP	0	0	0	0
Schools Equipment Loans	CYP	322,800	0	0	0
Total Other		3,194,240	3,763,300	18,095,000	14,300,000
TOTAL		28,186,640	12,156,730	22,087,000	21,398,780

Detailed Capital Programme 2013-17 – November Monitoring

Environment and Regeneration	Scrutiny Panel *	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18
Footways Planned Works					
Repairs to Footways	SC	1,000,000	1,000,000	1,000,000	1,000,000
Total Footways Planned Works		1,000,000	1,000,000	1,000,000	1,000,000
Greenspaces					
Play Space Pollards Hill	SC	50,000	0	0	0
Parks Investment	SC	250,000	250,000	425,000	250,000
B488 Landscape Dundonald Rec G	SC	12,000	0	0	0
B617a-c Wimbledon Park upgrade	SC	15,030	0	0	0
B521 - Morden Park	SC	29,780	0	0	0
B596a&b,B625a-c Crckt Grn Area	SC	21,000	0	0	0
B626a-c Cottnhm Prk&HolInd Gdn	SC	28,000	0	0	0
B651 South Park Gardens Pavil	SC	17,000	0	0	0
Total Greenspaces		422,810	250,000	425,000	250,000
Highways General Planned Works					
Surface Water Drainage	SC	62,000	62,000	69,000	69,000
Highways bridges & structures	SC	370,000	260,000	260,000	260,000
Maintain AntiSkid and Coloured	SC	90,000	90,000	90,000	90,000
B497/8 Lombard Rd Improvements	SC	24,100	0	0	0
B646a Lombard Industrial Estat	SC	23,970	0	0	0
B639a Fair Green	SC	42,600	0	0	0
Total Highways General Planned Works		612,670	412,000	419,000	419,000
Highways Planned Road Works					
Borough Roads Maintenance	SC	1,500,000	1,500,000	1,500,000	1,500,000
Total Highways Planned Road Works		1,500,000	1,500,000	1,500,000	1,500,000
Leisure Centres					
Leisure Centre Plant & Machine	SC	300,000	300,000	300,000	300,000
Morden Park Pool and LC Invest	SC	1,000,000	10,000,000	0	0
Total Leisure Centres		1,300,000	10,300,000	300,000	300,000
Other E&R					
Big Lottery Play Areas	SC	27,160	0	0	0
Total Other		27,160	0	0	0
Regeneration Partnerships					
Industrial Estate Investment	SC	250,000	500,000	0	0
Colliers Wd- Regeneration Fund	SC	1,200,000	0	0	0
Mitcham Major schemes	SC	1,443,000	0	0	0
Restoration of South Park Gdns	SC	129,890	0	0	0
Sect106 Bottleneck Skills Grnt	SC	14,070	0	0	0
B611 - Comm Facilities in WTC	SC	15,000	0	0	0
Town Centre Investment	SC	750,000	878,000	1,037,000	0
Mitcham Town Centre Improvements	SC	360,000	0	0	0

Environment and Regeneration	Scrutiny Panel *	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 16/17
Colliers Wood Town Centre Improvements	SC	90,000	0	0	0
B550 Mitcham means Business	SC	38,900	0	0	0
Total Regeneration Partnerships		4,290,860	1,378,000	1,037,000	0
Plans and Projects					
Climate Change Initiatives	SC	70,000	0	0	0
Total Plans and Projects		70,000	0	0	0
Street Lighting					
Street Lighting Replacement Pr	SC	410,000	200,000	462,000	290,000
Total Street Lighting		410,000	200,000	462,000	290,000
Street Scene					
Street scene enhancements	SC	250,000	250,000	0	0
Street Tree Programme	SC	65,000	65,000	60,000	60,000
Total Street Scene		315,000	315,000	60,000	60,000
Transport for London					
Unallocated	SC	1,839,000	1,839,000	0	0
Total Transport for London		1,839,000	1,839,000	0	0
Traffic and Parking Management					
Traffic Schemes	SC	135,000	135,000	150,000	156,000
Total Traffic and Parking Management		135,000	135,000	150,000	156,000
Transport and Plant					
Replacement of Fleet Vehicles	SC	500,000	500,000	500,000	500,000
Network Rail	SC	9,400	0	0	0
Transportation Enhancements	SC	2,500,000	2,500,000	0	0
Total Transport and Plant		3,009,400	3,000,000	500,000	500,000
Safer Merton - CCTV & ASB					
CCTV (match funding)	SC	145,000	0	0	0
Total Safer Merton - CCTV & ASB		145,000	0	0	0
Environmental Health					
Disabled Facilities Grant DCLG	SC	1,224,000	444,000	444,000	0
Disabled Facilities Grant LBM	SC	0	280,000	280,000	280,000
Small Repairs Grant	SC	40,000	40,000	60,000	60,000
Total Environmental Health		1,264,000	764,000	784,000	340,000
Waste Operations					
Alley Gating Scheme - Fly Tip	SC	20,000	20,000	20,000	20,000
Re-use/recycling Site Maintena	SC	40,000	40,000	0	0
Total Waste Operations		60,000	60,000	20,000	20,000
TOTAL		16,400,900	21,153,000	6,657,000	6,657,000

Community & Housing - Movement in 2013-14 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 13/14	Slippage	Reprofiling	New Funding	Other Adjustments	Revised Budget as at November 2013
	£	£	£	£	£	£
Adult Social Care						
Laptops for Social Care Mngrs	0	2,100	0	0	0	2,100
Laptops for Other Staff	80,000	0	(60,000)	0	0	20,000
CareFirst report Development	12,800	1,200	(14,000)	0	0	0
Excel Add-Ins	3,000	0	(3,000)	0	0	0
Captive E-Learning CareFirst	9,510	0	(5,850)	0	0	3,660
Merton Information Portal	80,000	38,010	0	0	0	118,010
Adult Social care Collections	10,000	0	0	0	0	10,000
Telehealth	53,040	14,480	(43,750)	0	0	23,770
Contingency	71,000	0	(71,000)	0	0	0
Replacement SC System	900,000	0	(900,000)	0	0	0
Housing						
Birches Close	45,000	246,640	0	0	0	291,640
8 Wilton Road	271,000	0	(480,000)	259,000	0	50,000
Merton Dementia Hub	0	0	0	0	497,000	497,000
Western Road *	0	0	(760,000)	0	1,520,000	760,000
Libraries						
Relocation of Colliers Wood Library	0	0	0	0	0	0
Library Self Service	0	0	0	0	0	0
Total	1,535,350	302,430	(2,337,600)	259,000	2,017,000	1,776,180

Community & Housing - Movement in 2014-15 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 14/15	Virements	Reprofiling	New Funding	Other Adjustments	Revised Budget as at November 2013
	£	£	£	£	£	£
Adult Social Care						
Laptops for Social Care Mngrs	0	0	0	0	0	0
Laptops for Other Staff	0	0	60,000	0	0	60,000
CareFirst report Development	0	0	14,000	0	0	14,000
Excel Add-Ins	0	0	3,000	0	0	3,000
Captive E-Learning CareFirst	0	0	5,850	0	0	5,850
Merton Information Portal	0	0	0	0	0	0
Adult Social care Collections	0	0	0	0	0	0
Telehealth	0	0	43,750	0	0	43,750
Contingency	0	(71,000)	71,000	0	0	0
Replacement SC System	0	71,000	900,000	0	0	971,000
Housing						
Birches Close	0	0	0	0	0	0
8 Wilton Road	0	0	480,000	0	0	480,000
Merton Dementia Hub	0	0	0	0	0	0
Western Road *	0	0	760,000	0	0	760,000
Libraries						
Relocation of Colliers Wood Library	0	0	0	0	0	0
Library Self Service	0	0	0	0	0	0
Total	0	0	2,337,600	0	0	2,337,600

Community & Housing - Movement in 2015-17 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 15/16	New Funding	Other Adjustments	Revised Budget as at November 2013	Original Council Approved Budget 16/17	Revised Budget as at November 2013
	£	£	£	£	£	£
Adult Social Care						
Laptops for Social Care Mngrs	0	0	0	0	0	0
Laptops for Other Staff	0	0	0	0	0	0
CareFirst report Development	0	0	0	0	0	0
Excel Add-Ins	0	0	0	0	0	0
Captive E-Learning CareFirst	0	0	0	0	0	0
Merton Information Portal	0	0	0	0	0	0
Adult Social care Collections	0	0	0	0	0	0
Telehealth	0	0	0	0	0	0
Contingency	0	0	0	0	0	0
Replacement SC System	0	0	0	0	0	0
Housing						
Birches Close	0	0	0	0	0	0
8 Wilton Road	0	0	0	0	0	0
Merton Dementia Hub	0	0	0	0	0	0
Western Road *	0	0	0	0	0	0
Libraries						
Relocation of Colliers Wood Library	0	0	0	0	550,000	550,000
Library Self Service	0	350,000	0	350,000	0	0
Total	0	350,000	0	350,000	550,000	550,000

Corporate Services - Movement in 2013-14 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 13/14	Slippage	Virements	Reprofiling	New Funding	Other Adjustments	Revised Budget as at November 2013
	£	£	£	£	£	£	£
Corporate Budgets							
Acquisitions Budget	1,000,000	0	0	(969,270)	0	0	30,730
Transformation Budgets	990,000	0	(352,000)	(638,000)	0	0	0
Capital Bidding Fund	0	0	0	0	0	0	0
Business Improvements							
Replace doc management system	170,000	0	0	(170,000)	0	0	0
Customer Contact Programme	127,000	0	0	(127,000)	0	0	0
Corporate Governance							
CTTE DECISION MAKING SYSTEM	0	2,000	0	0	0	0	2,000
Legal Case Management	0	0	0	0	0	226,100	226,100
Resources							
Capital Reporting Project	27,380	0	(27,380)	0	0	0	0
Improving Information Systems	234,320	0	327,380	(561,700)	0	0	0
Information Technology							
Connect to N3 Netwrk NHS Spine	65,580	6,180	0	0	0	0	71,760
Disaster recovery	111,000	26,230	0	0	0	0	137,230
Planned Replacement Programme	675,000	54,050	0	630,000	62,980	114,000	1,536,030
ITSD Enhancements	155,000	0	0	0	0	0	155,000
IT Strategy - unallocated	6,500	35,000	0	0	0	0	41,500
Children's Centre Info System	0	0	0	0	0	0	0
Information lifecycle Mgt	0	0	0	0	0	0	0
Netwrk Outlying/Laptop Encrypt	0	0	0	0	0	0	0
Virtualisation	0	0	0	0	0	0	0
Condenser Replacement	0	0	0	0	0	0	0
Tvista network Manager Upgrade	0	0	0	0	0	0	0
Office 2007 Upgrade	0	0	0	0	0	0	0
Windows 7 Upgrade	0	0	0	0	0	0	0
Black Diamond Switch Replacemt	0	0	0	0	0	0	0
PABX	0	0	0	0	0	0	0
Replce ProviderInk/Homecare	0	0	0	0	0	0	0
E-Tendering	0	0	0	0	0	0	0
Multi-Functioning Device (MFD)	0	0	0	0	0	0	0
Facilities Management							
Civic Centre refurbishment	110,000	0	0	0	0	0	110,000
Gifford House Refurbishment	0	0	0	0	0	155,250	155,250
Energy Utility Invest to Save	100,000	0	0	(100,000)	0	0	0
Invest to Save schemes-General	273,000	0	227,300	(500,300)	0	0	0
Water Safety Works	0	0	0	0	0	0	0
Asbestos Safety Works	0	0	0	0	0	0	0
Pollards Hill RG- Access Works	40,000	0	0	0	0	0	40,000
Capital Works - Facilities	200,000	31,720	0	0	0	0	231,720
Civic Centre Passenger Lifts	0	0	0	0	0	0	0
Gifford House DDA Works	0	0	0	0	0	46,840	46,840
Security Improvements	0	340	0	0	0	0	340
Civic Centre Windows	2,967,000	30,960	0	0	0	(300,000)	2,697,960
Total	7,251,780	186,480	175,300	(2,436,270)	62,980	242,190	5,482,460

Corporate Services - Movement in 2014-15 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 14/15	Virements	Reprofiling	New Funding	Other Adjustments	Revised Budget as at November 2013
	£	£	£	£	£	£
Corporate Budgets						
Acquisitions Budget	1,000,000	(926,930)	969,270	0	0	1,042,340
Transformation Budgets	7,000	0	631,000	0	0	638,000
Capital Bidding Fund	1,000,000	0	0	0	0	1,000,000
Business Improvements						
Replace doc management system	570,000	0	0	0	170,000	740,000
Customer Contact Programme	658,000	0	0	0	127,000	785,000
Corporate Governance						
CTTE DECISION MAKING SYSTEM	0	0	0	0	0	0
Legal Case Management	0	0	0	0	0	0
Resources						
Capital Reporting Project	0	0	0	0	0	0
Improving Information Systems	0	0	561,700	0	0	561,700
Information Technology						
Connect to N3 Netwrk NHS Spine	0	0	0	0	0	0
Disaster recovery	0	0	0	0	0	0
Planned Replacement Programme	182,000	0	0	0	0	182,000
ITSD Enhancements	35,000	0	0	0	0	35,000
IT Strategy - unallocated	0	0	0	0	0	0
Children's Centre Info System	0	0	0	0	0	0
Information lifecycle Mgt	0	0	0	0	0	0
Netwrk Outlying/Laptop Encrypt	0	0	0	0	0	0
Virtualisation	0	0	0	0	0	0
Condenser Replacement	0	0	0	0	0	0
Tvista network Manager Upgrade	0	0	0	0	0	0
Office 2007 Upgrade	0	0	0	0	0	0
Windows 7 Upgrade	0	0	0	0	0	0
Black Diamond Switch Replacemt	0	0	0	0	0	0
PABX	0	0	0	0	0	0
Replce Providerlnk/Homecare	0	0	0	0	0	0
E-Tendering	0	0	0	0	0	0
Multi-Functioning Device (MFD)	0	0	0	200,000	0	200,000
Facilities Management						
Civic Centre refurbishment	100,000	0	0	0	0	100,000
Gifford House Refurbishment	0	0	0	0	0	0
Energy Utility Invest to Save	100,000	50,000	100,000	0	0	250,000
Invest to Save schemes-General	100,000	(50,000)	200,000	0	0	250,000
Water Safety Works	0	0	0	0	0	0
Asbestos Safety Works	0	0	0	0	0	0
Pollards Hill RG- Access Works	0	0	0	0	0	0
Capital Works - Facilities	200,000	0	0	0	0	200,000
Civic Centre Passenger Lifts	0	0	650,000	0	0	650,000
Gifford House DDA Works	0	0	0	0	0	0
Security Improvements	0	0	0	0	0	0
Civic Centre Windows	150,000	0	0	0	0	150,000
Total	4,102,000	(926,930)	3,111,970	200,000	297,000	6,784,040

Corporate Services - Movement in 2015-16 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 15/16	Virements	Reprofiling	New Funding	Other Adjustments	Revised Budget as at November 2013
	£	£	£	£	£	£
Corporate Budgets						
Acquisitions Budget	0	0	0	500,000	0	500,000
Transformation Budgets	500,000	0	7,000	0	0	507,000
Capital Bidding Fund	1,000,000	0	0	0	0	1,000,000
Business Improvements						
Replace doc management system	0	0	0	0	0	0
Customer Contact Programme	0	0	0	0	0	0
Corporate Governance						
CTTE DECISION MAKING SYSTEM	0	0	0	0	0	0
Legal Case Management	0	0	0	0	0	0
Resources						
Capital Reporting Project	0	0	0	0	0	0
Improving Information Systems	0	0	0	0	0	0
Information Technology						
Connect to N3 Netwrk NHS Spine	0	0	0	0	0	0
Disaster recovery	0	0	0	0	0	0
Planned Replacement Programme	940,000	0	(630,000)	0	(11,000)	299,000
ITSD Enhancements	85,000	0	0	0	0	85,000
IT Strategy - unallocated	0	0	0	0	0	0
Children's Centre Info System	0	0	0	0	0	0
Information lifecycle Mgt	0	0	0	0	0	0
Netwrk Outlying/Laptop Encrypt	0	0	0	0	0	0
Virtualisation	0	0	0	0	0	0
Condenser Replacement	0	0	0	0	0	0
Tvista network Manager Upgrade	0	0	0	0	0	0
Office 2007 Upgrade	0	0	0	0	0	0
Windows 7 Upgrade	0	0	0	0	0	0
Black Diamond Switch Replacemt	0	0	0	0	0	0
PABX	0	0	0	0	0	0
Replce ProviderInk/Homecare	0	0	0	0	0	0
E-Tendering	0	0	0	0	0	0
Multi-Functioning Device (MFD)	0	0	0	200,000	0	200,000
Facilities Management						
Civic Centre refurbishment	0	0	0	0	0	0
Gifford House Refurbishment	0	0	0	0	0	0
Energy Utility Invest to Save	0	150,000	0	0	0	150,000
Invest to Save schemes-General	0	(150,000)	300,300	0	0	150,300
Water Safety Works	0	0	0	0	0	0
Asbestos Safety Works	0	0	0	0	0	0
Pollards Hill RG- Access Works	0	0	0	0	0	0
Capital Works - Facilities	200,000	0	0	0	0	200,000
Civic Centre Passenger Lifts	650,000	0	(650,000)	0	0	0
Gifford House DDA Works	0	0	0	0	0	0
Security Improvements	0	0	0	0	0	0
Civic Centre Windows	0	0	0	0	0	0
Total	3,375,000	0	(972,700)	700,000	(11,000)	3,091,300

Corporate Services - Movement in 2016-17 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 16/17	New Funding	Other Adjustments	Revised Budget as at November 2013
	£	£	£	£
Corporate Budgets				
Acquisitions Budget	500,000	0	0	500,000
Transformation Budgets	0	0	0	0
Capital Bidding Fund	0	0	0	0
Business Improvements				
Replace doc management system	0	0	0	0
Customer Contact Programme	0	0	0	0
Corporate Governance				
CTTE DECISION MAKING SYSTEM	0	0	0	0
Legal Case Management	0	0	0	0
Resources				
Capital Reporting Project	0	0	0	0
Improving Information Systems	0	0	0	0
Information Technology				
Connect to N3 Netwrk NHS Spine	0	0	0	0
Disaster recovery	0	0	0	0
Planned Replacement Programme	1,422,000	0	(10,000)	1,412,000
ITSD Enhancements	250,000	0	0	250,000
IT Strategy - unallocated	0	0	0	0
Children's Centre Info System	0	0	0	0
Information lifecycle Mgt	0	0	0	0
Netwrk Outlying/Laptop Encrypt	0	0	0	0
Virtualisation	0	0	0	0
Condenser Replacement	0	0	0	0
Twista network Manager Upgrade	0	0	0	0
Office 2007 Upgrade	0	0	0	0
Windows 7 Upgrade	0	0	0	0
Black Diamond Switch Replacemt	0	0	0	0
PABX	0	0	0	0
Replce ProviderInk/Homecare	0	0	0	0
E-Tendering	0	0	0	0
Multi-Functioning Device (MFD)	0	200,000	0	200,000
Facilities Management				
Civic Centre refurbishment	0	0	0	0
Gifford House Refurbishment	0	0	0	0
Energy Utility Invest to Save	150,000	0	0	150,000
Invest to Save schemes-General	150,000	0	0	150,000
Water Safety Works	150,000	0	0	150,000
Asbestos Safety Works	250,000	0	0	250,000
Pollards Hill RG- Access Works	0	0	0	0
Capital Works - Facilities	300,000	0	0	300,000
Civic Centre Passenger Lifts	0	0	0	0
Gifford House DDA Works	0	0	0	0
Security Improvements	0	0	0	0
Civic Centre Windows	0	0	0	0
Total	3,172,000	200,000	(10,000)	3,362,000

Children, Schools and Families - Movement in 2013-14 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 13/14	Slippage	Revenuisation	Virements	Reprofiling	Other Adjustments	Revised Budget as at November 2013
	£	£	£	£	£	£	£
Primary School Expansions							
All Saints/ South Wim YCC exp	0	157,440	0	9,130	0	53,370	219,940
Aragon expansion	0	129,140	0	58,630	0	0	187,770
Benedict expansion	0	19,460	0	(21,110)	0	38,320	36,670
Cranmer expansion	4,001,000	18,420	(144,460)	0	(1,885,960)	0	1,989,000
Cricket Grn Exp-Chapel Orchard	60,000	0	0	15,380	0	(28,040)	47,340
Dundonald expansion	4,761,940	55,190	0	0	(4,617,000)	0	200,130
Gorringe Park expansion	961,670	5,740	0	(80,000)	(36,660)	0	850,750
Hillcross School Expansion	2,527,940	86,000	(191,910)	120,000	(1,872,900)	0	669,130
Hollymount Permanent Expansion	0	48,750	0	(24,750)	0	6,000	30,000
Holy Trinity Expansion	224,370	18,120	0	0	0	0	242,490
Joseph Hood Permanent Expansn	199,000	452,400	0	(339,940)	(116,550)	0	194,910
Liberty expansion	0	34,340	0	41,850	0	0	76,190
Merton Abbey	2,018,840	223,970	(28,290)	290,000	(1,841,000)	0	663,520
Pupil Growth - Unallocated	0	0	0	0	0	0	0
Pelham School Expansion	1,121,190	82,910	(219,250)	200,000	(626,290)	0	558,560
Poplar Permanent Expansion	587,550	211,150	(29,290)	293,780	(41,440)	0	1,021,750
St Mary's expansion	2,266,600	186,610	0	(535,000)	(1,403,960)	0	514,250
Singlegate expansion	4,245,760	0	(105,000)	0	(3,826,750)	0	314,010
William Morris PCP	0	32,740	0	0	0	0	32,740
Wimbledon Chase DCSF grant	0	95,810	0	(17,590)	0	0	78,220
Wimbledon Park expansion	2,127,340	331,150	0	5,000	110,000	0	2,573,490
22 FE School Expansion	545,000	0	0	0	(500,000)	(45,000)	0
23 FE School Expansion	225,000	0	0	0	(175,000)	(50,000)	0
24 FE School Expansion	0	0	0	0	0	0	0
25 FE School Expansion	0	0	0	0	0	0	0
26 FE School Expansion	0	0	0	0	0	0	0
27 FE School Expansion	0	0	0	0	0	0	0
28 FE School Expansion	0	0	0	0	0	0	0
29 FE School Expansion	0	0	0	0	0	0	0
Primary Expansion Contingency	0	0	0	0	0	0	0

Children, Schools and Families - Movement in 2013-14 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 13/14	Slippage	Revenuisation	Virements	Reprofiling	Other Adjustments	Revised Budget as at November 2013
Other	0	0	0	0	0	0	0
Garden PCP	247,810	0	0	(20,000)	0	61,510	289,320
Devolved Formula Capital	0	104,310	0	0	(45,310)	362,000	421,000
Schools Access Initiative Inc	0	34,750	0	0	0	0	34,750
St Ann's Primary Phase	0	339,430	0	0	(139,430)	0	200,000
Breaks-disabled children grant	0	89,540	0	0	0	0	89,540
Schs Cap Maint & Accessibility	0	0	0	0	0	0	0
Lonesome-replace windows&doors	0	2,130	0	0	0	(2,130)	0
Lonesome - Window Replacement	0	460	0	0	0	(460)	0
Pelham - window replacement	0	3,720	0	0	0	(3,720)	0
Stanford-Imprvement to toilets	0	540	0	0	0	(540)	0
Cricket Gn-Imprved site access	0	9,250	0	(7,690)	0	0	1,560
Morden - Safer access scheme	0	10,000	0	0	0	0	10,000
Merton Pk- Entrance adaptation	0	21,480	0	0	0	0	21,480
Various schls-asbestos removal	0	90	0	0	0	(90)	0
Contingency	11,940	8,010	0	(7,690)	0	0	12,260
Beecholme - Automated Gates	20,000	0	0	0	0	10,000	30,000
Cricket Green - External Improvements	30,000	0	0	0	0	10,000	40,000
Garden - Mechanical & Electrical	100,000	0	0	0	0	(100,000)	0
Lonesome - Main Heating etc.	55,000	0	0	0	0	10,000	65,000
St Marks Pri - Automated Gates	20,000	0	0	0	0	10,000	30,000
The Sherwood - Boiler & Perim. Fnc	126,000	0	0	0	0	10,000	136,000
West Wimb. - Boiler & Perim. Fnc	20,000	0	0	0	0	10,000	30,000
Wimb Chase - Dining Hall Roof	24,000	0	0	0	0	10,000	34,000
Liberty Primary School	3,910	0	0	0	0	0	3,910
Primary school autism unit	611,700	0	0	0	(691,700)	100,000	20,000
SSPeter & Paul PCP	0	0	0	20,000	0	0	20,000
Perseid	0	0	0	0	0	0	0
Secondary School Autism Unit	0	0	0	0	0	0	0
Cricket Green	0	0	0	0	0	0	0
Brightwell	100,000	0	0	0	0	(100,000)	0
Youth&Comm centres reprovision	139,010	0	0	0	(20,000)	0	119,010
Secondary School expansion	0	0	0	0	0	0	0
B631 - Solar PV Raynes Prk Pav	0	17,000	0	0	0	0	17,000
Raynes Park Sports Pavilion	80,000	6,420	0	0	0	0	86,420
Ursuline School Loan	600,000	0	0	0	0	0	600,000
Schools Equipment Loans	372,800	0	0	0	(322,800)	0	50,000
Total	28,435,370	2,836,470	(718,200)	0	(18,052,750)	361,220	12,862,110

Children, Schools and Families - Movement in 2014-15 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 14/15	Revenuisation	Virements	Reprofiling	New Funding	Other Adjustments	Revised Budget as at November 2013
	£	£	£	£	£	£	£
Primary School Expansions							
All Saints/ South Wim YCC exp	0	0	0	0	0	0	0
Aragon expansion	0	0	0	0	0	0	0
Benedict expansion	0	0	0	0	0	0	0
Cranmer expansion	0	0	0	1,885,960	0	0	1,885,960
Cricket Grn Exp-Chapel Orchard	0	0	0	0	0	0	0
Dundonald expansion	728,000	0	0	1,000,000	0	0	1,728,000
Gorrige Park expansion	150,000	0	(186,660)	36,660	0	0	0
Hillcross School Expansion	1,700,000	0	926,930	0	0	0	2,626,930
Hollymount Permanent Expansion	0	0	0	0	0	0	0
Holy Trinity Expansion	0	0	0	0	0	0	0
Joseph Hood Permanent Expansn	0	0	0	116,550	0	0	116,550
Liberty expansion	0	0	0	0	0	0	0
Merton Abbey	1,700,000	0	119,120	1,603,390	0	0	3,422,510
Pupil Growth - Unallocated	0	0	0	0	0	0	0
Pelham School Expansion	2,849,000	0	1,000,000	0	0	0	3,849,000
Poplar Permanent Expansion	3,113,050	(29,290)	0	41,440	0	0	3,125,200
St Mary's expansion	1,100,000	0	67,540	1,403,960	0	0	2,571,500
Singlegate expansion	380,000	0	0	3,226,750	0	0	3,606,750
William Morris PCP	0	0	0	0	0	0	0
Wimbledon Chase DCSF grant	0	0	0	0	0	0	0
Wimbledon Park expansion	170,000	0	0	(110,000)	0	0	60,000
22 FE School Expansion	2,775,000	0	0	(2,775,000)	0	0	0
23 FE School Expansion	1,575,000	0	(1,000,000)	(575,000)	0	0	0
24 FE School Expansion	300,000	0	0	(300,000)	0	0	0
25 FE School Expansion	300,000	0	0	(300,000)	0	0	0
26 FE School Expansion	0	0	0	0	0	0	0
27 FE School Expansion	0	0	0	0	0	0	0
28 FE School Expansion	0	0	0	0	0	0	0
29 FE School Expansion	0	0	0	0	0	0	0
Primary Expansion Contingency	0	0	0	0	2,000,000	0	2,000,000

Children, Schools and Families - Movement in 2014-15 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 14/15	Revenuisation	Virements	Reprofiling	New Funding	Other Adjustments	Revised Budget as at November 2013
Other	0	0	0	0	0	0	0
Garden PCP	0	0	0	0	0	0	0
Devolved Formula Capital	0	0	0	45,310	0	0	45,310
Schools Access Initiative Inc	0	0	0	0	0	0	0
St Ann's Primary Phase	0	0	0	139,430	0	0	139,430
Breaks-disabled children grant	0	0	0	0	0	0	0
Schs Cap Maint & Accessibility	400,000	0	0	0	0	100,000	500,000
Lonesome-replace windows&doors	0	0	0	0	0	0	0
Lonesome - Window Replacement	0	0	0	0	0	0	0
Pelham - window replacement	0	0	0	0	0	0	0
Stanford-Improvement to toilets	0	0	0	0	0	0	0
Cricket Gn-Improved site access	0	0	0	0	0	0	0
Morden - Safer access scheme	0	0	0	0	0	0	0
Merton Pk- Entrance adaptation	0	0	0	0	0	0	0
Various schls-asbestos removal	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0
Beecholme - Automated Gates	0	0	0	0	0	0	0
Cricket Green - External Improvements	0	0	0	0	0	0	0
Garden - Mechanical & Electrical	0	0	0	0	0	0	0
Lonesome - Main Heating etc.	0	0	0	0	0	0	0
St Marks Pri - Automated Gates	0	0	0	0	0	0	0
The Sherwood - Boiler & Perim. Fnc	0	0	0	0	0	0	0
West Wimb. - Boiler & Perim. Fnc	0	0	0	0	0	0	0
Wimb Chase - Dining Hall Roof	0	0	0	0	0	0	0
Liberty Primary School	0	0	0	0	0	0	0
Primary school autism unit	0	0	0	691,700	0	0	691,700
SSPeter & Paul PCP	0	0	0	0	0	0	0
Perseid	0	0	0	0	800,000	0	800,000
Secondary School Autism Unit	0	0	0	0	350,000	0	350,000
Cricket Green	0	0	0	0	50,000	0	50,000
Brightwell	0	0	0	0	0	0	0
Youth&Comm centres reprovion	0	0	0	20,000	0	0	20,000
Secondary School expansion	400,000	0	0	(125,000)	0	0	275,000
B631 - Solar PV Raynes Prk Pav	0	0	0	0	0	0	0
Raynes Park Sports Pavilion	0	0	0	0	0	0	0
Ursuline School Loan	0	0	0	0	0	0	0
Schools Equipment Loans	0	0	0	322,800	0	0	322,800
Total	17,640,050	(29,290)	926,930	6,348,950	3,200,000	100,000	28,186,640

Children, Schools and Families - Movement in 2015-16 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 15/16	Virements	Reprofiling	New Funding	Other Adjustments	Revised Budget as at November 2013
	£	£	£	£	£	£
Primary School Expansions						
All Saints/ South Wim YCC exp	0	0	0	0	0	0
Aragon expansion	0	0	0	0	0	0
Benedict expansion	0	0	0	0	0	0
Cranmer expansion	0	492,050	0	0	0	492,050
Cricket Grn Exp-Chapel Orchard	0	0	0	0	0	0
Dundonald expansion	0	240,410	2,500,000	0	0	2,740,410
Gorrige Park expansion	0	0	0	0	0	0
Hillcross School Expansion	250,000	0	1,872,900	0	0	2,122,900
Hollymount Permanent Expansion	0	0	0	0	0	0
Holy Trinity Expansion	0	0	0	0	0	0
Joseph Hood Permanent Expansn	0	0	0	0	0	0
Liberty expansion	0	0	0	0	0	0
Merton Abbey	200,000	0	237,610	0	0	437,610
Pupil Growth - Unallocated	0	0	0	0	0	0
Pelham School Expansion	1,226,000	(1,000,000)	626,290	0	0	852,290
Poplar Permanent Expansion	1,739,000	(732,460)	(53,370)	0	0	953,170
St Mary's expansion	100,000	0	0	0	0	100,000
Singlegate expansion	0	0	600,000	0	0	600,000
William Morris PCP	0	0	0	0	0	0
Wimbledon Chase DCSF grant	0	0	0	0	0	0
Wimbledon Park expansion	0	0	0	0	0	0
22 FE School Expansion	1,575,000	0	(1,480,000)	0	0	95,000
23 FE School Expansion	1,575,000	1,000,000	(2,575,000)	0	0	0
24 FE School Expansion	1,575,000	0	(1,575,000)	0	0	0
25 FE School Expansion	1,575,000	0	(1,575,000)	0	0	0
26 FE School Expansion	325,000	0	(325,000)	0	0	0
27 FE School Expansion	0	0	0	0	0	0
28 FE School Expansion	0	0	0	0	0	0
29 FE School Expansion	0	0	0	0	0	0
Primary Expansion Contingency						

Children, Schools and Families - Movement in 2015-16 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 15/16	Virements	Reprofiling	New Funding	Other Adjustments	Revised Budget as at November 2013
Other	0	0	0	0	0	0
Garden PCP	0	0	0	0	0	0
Devolved Formula Capital	0	0	0	0	0	0
Schools Access Initiative Inc	0	0	0	0	0	0
St Ann's Primary Phase	0	0	0	0	0	0
Breaks-disabled children grant	0	0	0	0	0	0
Schs Cap Maint & Accessibility	400,000	0	0	0	200,000	600,000
Lonesome-replace windows&doors	0	0	0	0	0	0
Lonesome - Window Replacement	0	0	0	0	0	0
Pelham - window replacement	0	0	0	0	0	0
Stanford-Improvement to toilets	0	0	0	0	0	0
Cricket Gn-Imprved site access	0	0	0	0	0	0
Morden - Safer access scheme	0	0	0	0	0	0
Merton Pk- Entrance adaptation	0	0	0	0	0	0
Various schls-asbestos removal	0	0	0	0	0	0
Contingency	0	0	0	0	0	0
Beecholme - Automated Gates	0	0	0	0	0	0
Cricket Green - External Improvements	0	0	0	0	0	0
Garden - Mechanical & Electrical	0	0	0	0	0	0
Lonesome - Main Heating etc.	0	0	0	0	0	0
St Marks Pri - Automated Gates	0	0	0	0	0	0
The Sherwood - Boiler & Perim. Fnc	0	0	0	0	0	0
West Wimb. - Boiler & Perim. Fnc	0	0	0	0	0	0
Wimb Chase - Dining Hall Roof	0	0	0	0	0	0
Liberty Primary School	0	0	0	0	0	0
Primary school autism unit	0	0	0	238,300	0	238,300
SSPeter & Paul PCP	0	0	0	0	0	0
Perseid	0	0	0	500,000	0	500,000
Secondary School Autism Unit	0	0	0	850,000	0	850,000
Cricket Green	0	0	0	100,000	0	100,000
Brightwell	0	0	0	0	0	0
Youth&Comm centres reprovision	0	0	0	0	0	0
Secondary School expansion	1,150,000	0	325,000	0	0	1,475,000
B631 - Solar PV Raynes Prk Pav	0	0	0	0	0	0
Raynes Park Sports Pavilion	0	0	0	0	0	0
Ursuline School Loan	0	0	0	0	0	0
Schools Equipment Loans	0	0	0	0	0	0
Total	11,690,000	0	(1,421,570)	1,688,300	200,000	12,156,730

Children, Schools and Families - Movement in 2016-17 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 16/17	Reprofiling	New Funding	Other Adjustments	Revised Budget as at November 2013
	£	£	£	£	£
Primary School Expansions					
All Saints/ South Wim YCC exp	0	0	0	0	0
Aragon expansion	0	0	0	0	0
Benedict expansion	0	0	0	0	0
Cranmer expansion	0	0	0	0	0
Cricket Grn Exp-Chapel Orchard	0	0	0	0	0
Dundonald expansion	0	1,117,000	0	0	1,117,000
Gorringe Park expansion	0	0	0	0	0
Hillcross School Expansion	0	0	0	0	0
Hollymount Permanent Expansion	0	0	0	0	0
Holy Trinity Expansion	0	0	0	0	0
Joseph Hood Permanent Expansn	0	0	0	0	0
Liberty expansion	0	0	0	0	0
Merton Abbey	0	0	0	0	0
Pupil Growth - Unallocated	0	0	0	0	0
Pelham School Expansion	0	0	0	0	0
Poplar Permanent Expansion	0	0	0	0	0
St Mary's expansion	0	0	0	0	0
Singlegate expansion	0	0	0	0	0
William Morris PCP	0	0	0	0	0
Wimbledon Chase DCSF grant	0	0	0	0	0
Wimbledon Park expansion	0	0	0	0	0
22 FE School Expansion	0	2,575,000	0	0	2,575,000
23 FE School Expansion	1,600,000	(1,500,000)	0	0	100,000
24 FE School Expansion	1,600,000	(1,500,000)	0	0	100,000
25 FE School Expansion	1,600,000	(1,500,000)	0	0	100,000
26 FE School Expansion	0	0	0	0	0
27 FE School Expansion	300,000	(300,000)	0	0	0
28 FE School Expansion	300,000	(300,000)	0	0	0
29 FE School Expansion	0	0	0	0	0
Primary Expansion Contingency					

Children, Schools and Families - Movement in 2016-17 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 16/17	Reprofiling	New Funding	Other Adjustments	Revised Budget as at November 2013
Other	0	0	0	0	0
Garden PCP	0	0	0	0	0
Devolved Formula Capital	0	0	0	0	0
Schools Access Initiative Inc	0	0	0	0	0
St Ann's Primary Phase	0	0	0	0	0
Breaks-disabled children grant	0	0	0	0	0
Schs Cap Maint & Accessibility	400,000	0	0	200,000	600,000
Lonesome-replace windows&doors	0	0	0	0	0
Lonesome - Window Replacement	0	0	0	0	0
Pelham - window replacement	0	0	0	0	0
Stanford-Improvement to toilets	0	0	0	0	0
Cricket Gn-Imprved site access	0	0	0	0	0
Morden - Safer access scheme	0	0	0	0	0
Merton Pk- Entrance adaptation	0	0	0	0	0
Various schls-asbestos removal	0	0	0	0	0
Contingency	0	0	0	0	0
Beecholme - Automated Gates	0	0	0	0	0
Cricket Green - External Improvements	0	0	0	0	0
Garden - Mechanical & Electrical	0	0	0	0	0
Lonesome - Main Heating etc.	0	0	0	0	0
St Marks Pri - Automated Gates	0	0	0	0	0
The Sherwood - Boiler & Perim. Fnc	0	0	0	0	0
West Wimb. - Boiler & Perim. Fnc	0	0	0	0	0
Wimb Chase - Dining Hall Roof	0	0	0	0	0
Liberty Primary School	0	0	0	0	0
Primary school autism unit	0	0	0	0	0
SSPeter & Paul PCP	0	0	0	0	0
Perseid	0	0	0	0	0
Secondary School Autism Unit	0	0	0	0	0
Cricket Green	0	0	3,000,000	0	3,000,000
Brightwell	0	0	0	0	0
Youth&Comm centres reprovision	0	0	0	0	0
Secondary School expansion	22,150,000	(7,655,000)	0	0	14,495,000
B631 - Solar PV Raynes Prk Pav	0	0	0	0	0
Raynes Park Sports Pavilion	0	0	0	0	0
Ursuline School Loan	0	0	0	0	0
Schools Equipment Loans	0	0	0	0	0
Total	27,950,000	(9,063,000)	3,000,000	200,000	22,087,000

Environment and Regeneration - Movement in 2013-14 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 13/14	Slippage	Virements	Reprofiling	New Funding	Other Adjustments	Revised Budget as at November 2013
	£	£	£	£	£	£	£
Footways Planned Works							
Repairs to Footways	1,000,000	0	0	0	0	0	1,000,000
B517 Enhancement to Footway	2,500	0	0	0	0	(2,500)	0
B499ab Imprve Holborn Way link	9,930	0	0	0	0	(9,930)	0
B660 Raynes Park Public Real Imps	0	0	0	0	29,300	0	29,300
B569a&b Belgrave Walk fencing	0	36,090	0	0	0	0	36,090
B500 7-13 Church Rd footway	11,000	0	0	0	0	(11,000)	0
Greenspaces							
Beach Volleyball Courts	0	2,310	0	0	0	0	2,310
Play Space Pollards Hill	50,000	0	0	(50,000)	0	0	0
Parks Investment	250,000	0	(7,350)	0	0	0	242,650
Raynes Park Cricket Slips	0	0	7,350	0	0	14,000	21,350
Sherwood Rec - Play Area	0	0	0	0	0	25,000	25,000
King George Rec Play Area	0	0	0	0	0	30,000	30,000
Lewis Road Rec Alt Play Facility	0	0	0	0	0	40,000	40,000
Tamworth Rec Interactive Water Play	0	0	0	0	0	80,000	80,000
Edenvale Open Space Goal Mouth Surfacing	0	0	0	0	0	10,000	10,000
Sir Joseph Hood Crazy Golf	0	0	0	0	0	30,000	30,000
Wimbledon Park Crazy Golf	0	0	0	0	0	30,000	30,000
All Saints Play Area	0	0	0	0	0	25,000	25,000
Nelson Gardens Community Space	0	0	0	0	0	25,000	25,000
Mostyn Gardens Outdoor Gym	0	0	0	0	0	30,000	30,000
WallRep ChrchlN& JohnInnes Pks	50,000	0	15,000	0	0	(45,960)	19,040
B487 Landscape Ravensbury Park	0	13,410	0	0	0	0	13,410
B649 Rvaensbury - Railings and Path	0	0	0	0	0	35,000	35,000
B619 Ravensbury Park entrance	5,000	0	0	0	0	0	5,000
S106 South Park Gardens B346	49,000	0	0	0	0	(14,130)	34,870
B488 Landscape Dundonald Rec G	22,000	0	0	(12,000)	0	0	10,000
B617a-c Wimbledon Park upgrade	15,030	0	0	(15,030)	0	0	0
B486 Lndscp Ctnhm Pk Hlnd Gdns	2,430	0	0	0	0	(2,430)	0
Repairs to Water Wheel (B531)	2,490	0	0	0	0	0	2,490
B595 Colliers Wd Rec-play area	10,000	0	0	0	0	0	10,000
Rowan Rd Rec (B525)	6,000	0	0	0	0	0	6,000
Joseph Hood Playground (B524)	8,500	0	0	0	0	0	8,500
B621 Joseph Hood Rec	3,000	0	0	0	0	0	3,000
B627a&b Cottnhm Prk-play area	2,960	0	0	0	0	0	2,960
B521 - Morden Park	29,780	0	0	(29,780)	0	0	0
B596a&b,B625a-c Crckt Grn Area	21,000	0	0	(21,000)	0	0	0
B626a-c Cottnhm Prk&Hollnd Gdn	28,000	0	0	(28,000)	0	0	0
Merton & Sutton Cemetery Board	175,500	0	0	0	0	(175,500)	0
B651 South Park Gardens Pavil	17,000	0	0	(17,000)	0	0	0
B647 John Innes Park Improvmnt	2,000	0	0	0	0	0	2,000
B650 Rowan Road Park Improvmnt	3,060	0	0	0	0	0	3,060
New Scheme- Figges Marsh Changing Room	0	0	100,000	0	0	0	100,000

Environment and Regeneration - Movement in 2013-14 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 13/14	Slippage	Virements	Reprofiling	New Funding	Other Adjustments	Revised Budget as at November 2013
	£	£	£	£	£	£	£
Highways General Planned Works							
Surface Water Drainage	62,000	0	0	0	0	0	62,000
Highways bridges & structures	260,000	0	0	0	0	0	260,000
Maintain AntiSkid and Coloured	90,000	0	0	0	0	0	90,000
B340MOSS rpt (land Rutlish Rd)	4,450	0	0	0	0	(4,450)	0
B497/8 Lombard Rd Improvements	36,000	0	0	(24,100)	0	(11,900)	0
River Wandle Footbridge	35,520	0	0	0	0	0	35,520
B453 Haydons Road	57,330	0	0	0	0	(57,330)	0
New Traffic Schemes	30,000	0	0	0	0	(16,850)	13,150
B638d/e Sustainable Transport	5,500	0	0	0	0	(5,500)	0
B646a Lombard Industrial Estat	23,970	0	0	(23,970)	0	0	0
B646b 7 Abbey Road	4,500	0	0	0	0	(4,500)	0
B639a Fair Green	42,600	0	0	(42,600)	0	0	0
B642 Streatham Rd	0	10,800	0	0	0	0	10,800
Highways Planned Road Works							
Borough Roads Maintenance	1,500,000	0	0	0	0	0	1,500,000
Homezones	0	0	90,000	0	0	0	90,000
Leisure Centres							
Leisure Centre Plant & Machine	300,000	0	0	0	0	0	300,000
Morden Park Pool and LC Invest	0	0	0	0	0	0	0
Other E&R							
Vestry Hall	0	0	30,000	0	0	0	30,000
Wimbledon Library Flat	0	0	125,000	0	0	0	125,000
Big Lottery Play Areas	27,160	0	0	(27,160)	0	0	0
Mobile Working Initiative	0	25,000	44,000	0	0	0	69,000
B551 B553 Mitcham schemes	3,510	0	0	0	0	(3,510)	0
B502/3 Going for Gold Actn Pln	80,000	0	0	0	0	(80,000)	0
WCA investment	0	866,670	0	0	0	0	866,670
Wimbledon Park Community Assn	0	0	0	0	0	150,000	150,000
Merton Energy Loan Fund	0	100,000	(100,000)	0	0	0	0
Garth Rd Workshop	0	128,720	0	0	0	0	128,720
Garage for Mayors Car	0	6,000	0	0	0	0	6,000
Invest to Save	227,300	0	(227,300)	0	0	0	0
Wimbledon Scout Group	0	0	0	0	0	60,000	60,000
On and Off Street Parking							
Review & extension of CPZ W6	15,000	0	0	0	0	(15,000)	0
B548 Obstructive Pkg Grove Rd	1,000	0	0	0	0	(1,000)	0
B578 Marton Park CPZ (MP1)	13,920	0	0	0	0	(13,920)	0
B579 Upper Greeb West	3,000	0	0	0	0	(3,000)	0
Improved parking- shop parades	100,000	0	0	0	0	0	100,000

Environment and Regeneration - Movement in 2013-14 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 13/14	Slippage	Virements	Reprofiling	New Funding	Other Adjustments	Revised Budget as at November 2013
Regeneration Partnerships							
Industrial Estate Investment	250,000	0	0	(250,000)	0	0	0
Colliers Wd- Regeneration Fund	1,548,000	15,000	0	(1,200,000)	0	0	363,000
Mitcham - Outer London Fund	36,000	0	0	0	0	199,180	235,180
Mitcham Major schemes	300,000	0	0	(200,000)	0	0	100,000
Restoration of South Park Gdns	130,540	0	0	(129,890)	0	(650)	0
Sect106 Bottleneck Skills Grnt	14,070	0	0	(14,070)	0	0	0
B585 Economic Developmnt Strat	25,000	0	0	0	0	(25,000)	0
S106 Wim broadwy CA	6,480	0	0	0	0	0	6,480
B611 - Comm Facilities in WTC	30,000	0	0	(15,000)	0	0	15,000
Town Centre Investment	560,000	0	(510,000)	0	0	0	50,000
Mitcham Town Centre Improvements	0	0	420,000	(360,000)	0	0	60,000
Colliers Wood Town Centre Improvements	0	0	90,000	(90,000)	0	0	0
B550 Mitcham means Business	250,000	0	0	(38,900)	0	(211,100)	0
S106 Queensmere Road B429	4,500	0	0	0	0	(4,500)	0
Plans and Projects							
Low Carbon Zone	0	2,560	(2,560)	0	0	0	0
Climate Change Initiatives	140,000	1,530	2,560	(70,000)	0	0	74,090
Street Lighting	0	0	0	0	0	0	0
Street Lighting Replacement Pr	390,000	34,580	110,000	0	0	110,000	644,580
Street Scene							
Improve markings & road signs	89,370	22,920	0	0	0	0	112,290
Street scene enhancements	250,000	0	(132,000)	0	0	0	118,000
B591b Shop Front Improvement	24,480	0	17,680	0	0	0	42,160
B591a Street Scene Improvement	22,350	0	(17,680)	0	0	(4,670)	0
Street Tree Programme	65,000	0	0	0	0	0	65,000
Raynes Park Street Scene	0	0	0	0	2,000	0	2,000
Transport for London							
Elec Vehic/Scooter Infrastruct	10,000	0	0	0	0	(10,000)	0
Strategic corridor Mitcham	260,000	0	0	0	0	(130,000)	130,000
Kingston/Hartfield Rd StratCor	260,000	0	10,000	0	0	(22,000)	248,000
Accesibility Programme	160,000	0	0	0	0	(13,000)	147,000
Cycle access/parking	250,000	0	0	0	0	(20,000)	230,000
Morden Town Centre	65,000	0	0	0	0	(65,000)	0
Victoria Rd Bus Access Impr	0	0	0	0	0	156,000	156,000
Casualty Reduction & Schools	200,000	0	0	0	0	(16,000)	184,000
School & Road Safety Campaigns	170,000	0	0	0	0	(170,000)	0
Bikeability cycle training Pro	80,000	0	0	0	0	(80,000)	0
Mobility Scooter Training	10,000	0	0	0	0	(10,000)	0
Unallocated	0	0	0	0	0	0	0
TFL Slippage - Corridors&Neigh	0	224,780	0	0	0	23,180	247,960
TFL Projected Slippage	0	33,590	0	0	0	(13,590)	20,000
Biking Borough Project	0	0	0	0	12,000	18,000	30,000
Biking Borough Programme	0	0	0	0	0	22,000	22,000

Environment and Regeneration - Movement in 2013-14 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 13/14	Slippage	Virements	Reprofiling	New Funding	Other Adjustments	Revised Budget as at November 2013
Borough Support - Training	0	0	0	0	6,040	(6,040)	0
BCP Cycle Parking	0	0	0	0	15,000	0	15,000
Car Clubs	10,000	0	(10,000)	0	0	0	0
Car Clubs Expansion	10,000	0	0	0	0	(10,000)	0
Cycle Improvements	100,000	0	0	0	0	(8,000)	92,000
Developing the Tram	14,000	0	0	0	0	(14,000)	0
Willow Lane Industrial Estate	15,000	0	0	0	0	(15,000)	0
Motorcycles in Bus Lanes	0	0	0	0	0	23,000	23,000
Merton HS Victory to Norman	0	0	0	0	0	142,000	142,000
Central Rd Farm to Green	275,000	0	0	0	0	(275,000)	0
London Rd Mitcham to Pitcairn	0	0	0	0	0	117,000	117,000
Willow Lane Bridge	0	0	0	0	0	15,000	15,000
Wim TC Accessibility & Streets	30,000	0	0	0	0	0	30,000
Haydons Road	0	0	0	0	0	284,000	284,000
London Rd Morden Rd to Crckt Green	0	0	0	0	0	145,000	145,000
Bridge to Nowhere	0	0	0	0	92,000	0	92,000
Traffic and Parking Management							
B583 Wandle Road Area 20mph	3,500	0	0	0	0	(3,500)	0
B584 Eastfield Area 20mph zone	6,340	0	0	0	0	(6,340)	0
Area Traffic calming measures	120,000	0	0	0	0	0	120,000
Minor traffic/danger reduction	20,000	0	(19,000)	0	0	0	1,000
Traffic surveys & Safety Measur	15,000	0	4,000	0	0	0	19,000
Wimbledon Area Traffic Study	121,000	0	15,000	0	0	0	136,000
High Path Area(Option 1 + 3)	6,000	0	0	0	0	0	6,000
Parkway Area (20 mph scheme)	2,940	0	0	0	0	(2,940)	0
Pelham Road Area 20mph scheme	1,010	0	0	0	0	(1,010)	0
LBP Design Costs	26,850	0	0	0	0	(26,850)	0
Traffic Schemes	0	0	0	0	0	0	0
Transport and Plant							
Replacement of Fleet Vehicles	500,000	0	(330,000)	0	0	0	170,000
Network Rail	9,400	0	0	(9,400)	0	0	0
B494 BSA Imp 12261/12263	4,510	0	0	0	0	(4,510)	0
Shared Space	20,000	0	0	0	0	0	20,000
B573 Business Area Imprvt Prog	23,970	0	0	0	0	(23,970)	0
B574 Town Centre Transport Imp	0	3,330	0	0	0	(3,330)	0
B544 Wimbledon Station Access	38,700	0	0	0	0	(23,720)	14,980
B603 Improvements Coome Lane	37,150	0	0	0	0	(37,150)	0
B609 Wim Town Centre trans imp	5,000	0	0	0	0	0	5,000
B610 Wim Town Centre trans imp	42,490	0	0	0	0	0	42,490
B612 Safety & transport imprv	2,500	0	0	0	0	(2,500)	0
Transportation Enhancements	0	0	0	0	0	0	0

Environment and Regeneration - Movement in 2013-14 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 13/14	Slippage	Virements	Reprofiling	New Funding	Other Adjustments	Revised Budget as at November 2013
Safer Merton - CCTV & ASB							
CCTV (match funding)	130,000	0	0	(105,000)	0	0	25,000
Environmental Health							
Disabled Facilities Grant DCLG	444,000	0	805,810	0	0	0	1,249,810
Disabled Facilities Grant LBM	280,000	0	(705,810)	0	453,000	(27,190)	0
Small Repairs Grant	80,000	0	0	0	0	0	80,000
Waste Operations							
Alley Gating Scheme - Fly Tip	50,000	0	10,000	0	0	0	60,000
Re-use/recycling Site Maintena	40,000	0	0	0	0	0	40,000
Waste Phase B - Replace RCVs	0	157,330	(140,000)	0	0	0	17,330
GPS Vehicle Tracking	0	0	130,000	0	0	0	130,000
Kitchen Waste WRAP	15,000	0	0	0	0	0	15,000
Kitchen waste container replce	26,000	0	0	0	0	0	26,000
Total	12,825,090	1,684,620	(175,300)	(2,772,900)	609,340	73,390	12,244,240

Environment and Regeneration - Movement in 2014-15 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 14/15	Virements	Reprofiling	New Funding	Other Adjustments	Revised Budget as at November 2013
Footways Planned Works						
Repairs to Footways	1,000,000	0	0	0	0	1,000,000
B517 Enhancement to Footway	0	0	0	0	0	0
B499ab Imprve Holborn Way link	0	0	0	0	0	0
B660 Raynes Park Public Real Imps	0	0	0	0	0	0
B569a&b Belgrave Walk fencing	0	0	0	0	0	0
B500 7-13 Church Rd footway	0	0	0	0	0	0
Greenspaces						
Beach Volleyball Courts	0	0	0	0	0	0
Play Space Pollards Hill	0	0	50,000	0	0	50,000
Parks Investment	250,000	0	0	0	0	250,000
Raynes Park Cricket Slips	0	0	0	0	0	0
Sherwood Rec - Play Area	0	0	0	0	0	0
King George Rec Play Area	0	0	0	0	0	0
Lewis Road Rec Alt Play Facility	0	0	0	0	0	0
Tamworth Rec Interactive Water Play	0	0	0	0	0	0
Edenvale Open Space Goal Mouth Surfacing	0	0	0	0	0	0
Sir Joseph Hood Crazy Golf	0	0	0	0	0	0
Wimbledon Park Crazy Golf	0	0	0	0	0	0
All Saints Play Area	0	0	0	0	0	0
Nelson Gardens Community Space	0	0	0	0	0	0
Mostyn Gardens Outdoor Gym	0	0	0	0	0	0
WallRep ChrchLn& JohnInnes Pks	0	0	0	0	0	0
B487 Landscape Ravensbury Park	0	0	0	0	0	0
B649 Rvaensbury - Railings and Path	0	0	0	0	0	0
B619 Ravensbury Park entrance	0	0	0	0	0	0
S106 South Park Gardens B346	0	0	0	0	0	0
B488 Landscape Dundonald Rec G	0	0	12,000	0	0	12,000
B617a-c Wimbledon Park upgrade	0	0	15,030	0	0	15,030
B486 Lndscp Ctnhm Pk Hlnd Gdns	0	0	0	0	0	0
Repairs to Water Wheel (B531)	0	0	0	0	0	0
B595 Colliers Wd Rec-play area	0	0	0	0	0	0
Rowan Rd Rec (B525)	0	0	0	0	0	0
Joseph Hood Playground (B524)	0	0	0	0	0	0
B621 Joseph Hood Rec	0	0	0	0	0	0
B627a&b Cottnhm Prk-play area	0	0	0	0	0	0
B521 - Morden Park	0	0	29,780	0	0	29,780
B596a&b,B625a-c Crckt Grn Area	0	0	21,000	0	0	21,000
B626a-c Cottnhm Prk&HolInd Gdn	0	0	28,000	0	0	28,000
Merton & Sutton Cemetery Board	0	0	0	0	0	0
B651 South Park Gardens Pavil	0	0	17,000	0	0	17,000
B647 John Innes Park Improvmnt	0	0	0	0	0	0
B650 Rowan Road Park Improvmnt	0	0	0	0	0	0
New Scheme- Figges Marsh Changing Room	0	0	0	0	0	0

Environment and Regeneration - Movement in 2014-15 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 14/15	Virements	Reprofiling	New Funding	Other Adjustments	Revised Budget as at November 2013
Highways General Planned Works						
Surface Water Drainage	62,000	0	0	0	0	62,000
Highways bridges & structures	260,000	0	0	0	110,000	370,000
Maintain AntiSkid and Coloured	90,000	0	0	0	0	90,000
B340MOSS rpt (land Rutlish Rd)	0	0	0	0	0	0
B497/8 Lombard Rd Improvements	0	0	24,100	0	0	24,100
River Wandle Footbridge	0	0	0	0	0	0
B453 Haydons Road	0	0	0	0	0	0
New Traffic Schemes	0	0	0	0	0	0
B638d/e Sustainable Transport	0	0	0	0	0	0
B646a Lombard Industrial Estat	0	0	23,970	0	0	23,970
B646b 7 Abbey Road	0	0	0	0	0	0
B639a Fair Green	0	0	42,600	0	0	42,600
B642 Streatham Rd	0	0	0	0	0	0
Highways Planned Road Works						
Borough Roads Maintenance	1,500,000	0	0	0	0	1,500,000
Homezones	0	0	0	0	0	0
Leisure Centres						
Leisure Centre Plant & Machine	300,000	0	0	0	0	300,000
Morden Park Pool and LC Invest	1,000,000	0	0	0	0	1,000,000
Other E&R						
Vestry Hall	0	0	0	0	0	0
Wimbledon Library Flat	0	0	0	0	0	0
Big Lottery Play Areas	0	0	27,160	0	0	27,160
Mobile Working Initiative	0	0	0	0	0	0
B551 B553 Mitcham schemes	0	0	0	0	0	0
B502/3 Going for Gold Actn Pln	0	0	0	0	0	0
WCA investment	0	0	0	0	0	0
Wimbledon Park Community Assn	0	0	0	0	0	0
Merton Energy Loan Fund	0	0	0	0	0	0
Garth Rd Workshop	0	0	0	0	0	0
Garage for Mayors Car	0	0	0	0	0	0
Invest to Save	0	0	0	0	0	0
Wimbledon Scout Group	0	0	0	0	0	0
On and Off Street Parking						
Review & extension of CPZ W6	0	0	0	0	0	0
B548 Obstructive Pkg Grove Rd	0	0	0	0	0	0
B578 Marton Park CPZ (MP1)	0	0	0	0	0	0
B579 Upper Greeb West	0	0	0	0	0	0
Improved parking- shop parades	0	0	0	0	0	0

Environment and Regeneration - Movement in 2014-15 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 14/15	Virements	Reprofiling	New Funding	Other Adjustments	Revised Budget as at November 2013
Regeneration Partnerships						
Industrial Estate Investment	500,000	0	(250,000)	0	0	250,000
Colliers Wd- Regeneration Fund	0	0	1,200,000	0	0	1,200,000
Mitcham - Outer London Fund	0	0	0	0	0	0
Mitcham Major schemes	0	0	200,000	1,443,000	(200,000)	1,443,000
Restoration of South Park Gdns	0	0	129,890	0	0	129,890
Sect106 Bottleneck Skills Grnt	0	0	14,070	0	0	14,070
B585 Economic Developmnt Strat	0	0	0	0	0	0
S106 Wim broadwy CA	0	0	0	0	0	0
B611 - Comm Facilities in WTC	0	0	15,000	0	0	15,000
Town Centre Investment	750,000	0	0	0	0	750,000
Mitcham Town Centre Improvements	0	0	360,000	0	0	360,000
Colliers Wood Town Centre Improvements	0	0	90,000	0	0	90,000
B550 Mitcham means Business	0	0	38,900	0	0	38,900
S106 Queensmere Road B429	0	0	0	0	0	0
Plans and Projects						
Low Carbon Zone	0	0	0	0	0	0
Climate Change Initiatives	0	0	70,000	0	0	70,000
Street Lighting	0	0	0	0	0	0
Street Lighting Replacement Pr	300,000	0	0	0	110,000	410,000
Street Scene						
Improve markings & road signs	0	0	0	0	0	0
Street scene enhancements	250,000	0	0	0	0	250,000
B591b Shop Front Improvement	0	0	0	0	0	0
B591a Street Scene Improvement	0	0	0	0	0	0
Street Tree Programme	65,000	0	0	0	0	65,000
Raynes Park Street Scene	0	0	0	0	0	0
Transport for London						
Elec Vehic/Scooter Infrastruct	0	0	0	0	0	0
Strategic corridor Mitcham	0	0	0	0	0	0
Kingston/Hartfield Rd StratCor	0	0	0	0	0	0
Accesibility Programme	0	0	0	0	0	0
Cycle access/parking	0	0	0	0	0	0
Morden Town Centre	0	0	0	0	0	0
Victoria Rd Bus Access Impr	0	0	0	0	0	0
Casualty Reduction & Schools	0	0	0	0	0	0
School & Road Safety Campaigns	0	0	0	0	0	0
Bikeability cycle training Pro	0	0	0	0	0	0
Mobility Scooter Training	0	0	0	0	0	0
Unallocated	1,839,000	0	0	0	0	1,839,000
TFL Slippage - Corridors&Neigh	0	0	0	0	0	0
TFL Projected Slippage	0	0	0	0	0	0
Biking Borough Project	0	0	0	0	0	0
Biking Borough Programme				0	0	0

Environment and Regeneration - Movement in 2014-15 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 14/15	Virements	Reprofiling	New Funding	Other Adjustments	Revised Budget as at November 2013
Borough Support - Training	0	0	0	0	0	0
BCP Cycle Parking	0	0	0	0	0	0
Car Clubs	0	0	0	0	0	0
Car Clubs Expansion	0	0	0	0	0	0
Cycle Improvements	0	0	0	0	0	0
Developing the Tram	0	0	0	0	0	0
Willow Lane Industrial Estate	0	0	0	0	0	0
Motorcycles in Bus Lanes	0	0	0	0	0	0
Merton HS Victory to Norman	0	0	0	0	0	0
Central Rd Farm to Green	0	0	0	0	0	0
London Rd Mitcham to Pitcairn	0	0	0	0	0	0
Willow Lane Bridge	0	0	0	0	0	0
Wim TC Accessibility & Streets	0	0	0	0	0	0
Haydons Road	0	0	0	0	0	0
London Rd Morden Rd to Crckt Green	0	0	0	0	0	0
Bridge to Nowhere	0	0	0	0	0	0
Traffic and Parking Management						
B583 Wandle Road Area 20mph	0	0	0	0	0	0
B584 Eastfield Area 20mph zone	0	0	0	0	0	0
Area Traffic calming measures	0	0	0	0	0	0
Minor traffic/danger reduction	120,000	(120,000)	0	0	0	0
Traffic surveys & Safety Measu	15,000	(15,000)	0	0	0	0
Wimbledon Area Traffic Study	0	0	0	0	0	0
High Path Area(Option 1 + 3)	0	0	0	0	0	0
Parkway Area (20 mph scheme)	0	0	0	0	0	0
Pelham Road Area 20mph scheme	0	0	0	0	0	0
LBPN Design Costs	0	0	0	0	0	0
Traffic Schemes	0	135,000	0	0	0	135,000
Transport and Plant						
Replacement of Fleet Vehicles	500,000	0	0	0	0	500,000
Network Rail	0	0	9,400	0	0	9,400
B494 BSA Imp 12261/12263	0	0	0	0	0	0
Shared Space	0	0	0	0	0	0
B573 Business Area Imprvt Prog	0	0	0	0	0	0
B574 Town Centre Transport Imp	0	0	0	0	0	0
B544 Wimbledon Station Access	0	0	0	0	0	0
B603 Improvements Coome Lane	0	0	0	0	0	0
B609 Wim Town Centre trans imp	0	0	0	0	0	0
B610 Wim Town Centre trans imp	0	0	0	0	0	0
B612 Safety & transport imprv	0	0	0	0	0	0

Environment and Regeneration - Movement in 2014-15 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 14/15	Virements	Reprofiling	New Funding	Other Adjustments	Revised Budget as at November 2013
Safer Merton - CCTV & ASB						
CCTV (match funding)	40,000	0	105,000	0	0	145,000
Environmental Health						
Disabled Facilities Grant DCLG	444,000	780,000	0	0	0	1,224,000
Disabled Facilities Grant LBM	280,000	(780,000)	0	500,000	0	0
Small Repairs Grant	40,000	0	0	0	0	40,000
Waste Operations						
Alley Gating Scheme - Fly Tip	50,000	0	0	0	(30,000)	20,000
Re-use/recycling Site Maintena	40,000	0	0	0	0	40,000
Waste Phase B - Replace RCVs	0	0	0	0	0	0
GPS Vehicle Tracking	0	0	0	0	0	0
Kitchen Waste WRAP	0	0	0	0	0	0
Kitchen waste container replce	0	0	0	0	0	0
Total	12,195,000	0	2,272,900	1,943,000	(10,000)	16,400,900

Environment and Regeneration - Movement in 2015-16 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 15/16	Virements	Reprofiling	Other Adjustments	Revised Budget as at November 2013
Footways Planned Works					
Repairs to Footways	1,000,000	0	0	0	1,000,000
B517 Enhancement to Footway	0	0	0	0	0
B499ab Imprve Holborn Way link	0	0	0	0	0
B660 Raynes Park Public Real Imps	0	0	0	0	0
B569a&b Belgrave Walk fencing	0	0	0	0	0
B500 7-13 Church Rd footway	0	0	0	0	0
Greenspaces					
Beach Volleyball Courts	0	0	0	0	0
Play Space Pollards Hill	0	0	0	0	0
Parks Investment	250,000	0	0	0	250,000
Raynes Park Cricket Slips	0	0	0	0	0
Sherwood Rec - Play Area	0	0	0	0	0
King George Rec Play Area	0	0	0	0	0
Lewis Road Rec Alt Play Facility	0	0	0	0	0
Tamworth Rec Interactive Water Play	0	0	0	0	0
Edenvale Open Space Goal Mouth Surfacing	0	0	0	0	0
Sir Joseph Hood Crazy Golf	0	0	0	0	0
Wimbledon Park Crazy Golf	0	0	0	0	0
All Saints Play Area	0	0	0	0	0
Nelson Gardens Community Space	0	0	0	0	0
Mostyn Gardens Outdoor Gym	0	0	0	0	0
WallRep ChrchLn& JohnInnes Pks	0	0	0	0	0
B487 Landscape Ravensbury Park	0	0	0	0	0
B649 Rvaensbury - Railings and Path	0	0	0	0	0
B619 Ravensbury Park entrance	0	0	0	0	0
S106 South Park Gardens B346	0	0	0	0	0
B488 Landscape Dundonald Rec G	0	0	0	0	0
B617a-c Wimbledon Park upgrade	0	0	0	0	0
B486 Lndscp Ctnhm Pk Hlnd Gdns	0	0	0	0	0
Repairs to Water Wheel (B531)	0	0	0	0	0
B595 Colliers Wd Rec-play area	0	0	0	0	0
Rowan Rd Rec (B525)	0	0	0	0	0
Joseph Hood Playground (B524)	0	0	0	0	0
B621 Joseph Hood Rec	0	0	0	0	0
B627a&b Cottnhm Prk-play area	0	0	0	0	0
B521 - Morden Park	0	0	0	0	0
B596a&b,B625a-c Crckt Grn Area	0	0	0	0	0
B626a-c Cottnhm Prk&Holnd Gdn	0	0	0	0	0
Merton & Sutton Cemetery Board	0	0	0	0	0
B651 South Park Gardens Pavil	0	0	0	0	0
B647 John Innes Park Improvmnt	0	0	0	0	0
B650 Rowan Road Park Improvmnt	0	0	0	0	0
New Scheme- Figges Marsh Changing Room		0	0	0	0

Environment and Regeneration - Movement in 2015-16 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 15/16	Virements	Reprofiling	Other Adjustments	Revised Budget as at November 2013
Highways General Planned Works					
Surface Water Drainage	62,000	0	0	0	62,000
Highways bridges & structures	260,000	0	0	0	260,000
Maintain AntiSkid and Coloured	90,000	0	0	0	90,000
B340MOSS rpt (land Rutlish Rd)	0	0	0	0	0
B497/8 Lombard Rd Improvements	0	0	0	0	0
River Wandle Footbridge	0	0	0	0	0
B453 Haydons Road	0	0	0	0	0
New Traffic Schemes	0	0	0	0	0
B638d/e Sustainable Transport	0	0	0	0	0
B646a Lombard Industrial Estat	0	0	0	0	0
B646b 7 Abbey Road	0	0	0	0	0
B639a Fair Green	0	0	0	0	0
B642 Streatham Rd	0	0	0	0	0
Highways Planned Road Works					
Borough Roads Maintenance	1,500,000	0	0	0	1,500,000
Homezones	0	0	0	0	0
Leisure Centres					
Leisure Centre Plant & Machine	300,000	0	0	0	300,000
Morden Park Pool and LC Invest	10,000,000	0	0	0	10,000,000
Other E&R					
Vestry Hall	0	0	0	0	0
Wimbledon Library Flat	0	0	0	0	0
Big Lottery Play Areas	0	0	0	0	0
Mobile Working Initiative	0	0	0	0	0
B551 B553 Mitcham schemes	0	0	0	0	0
B502/3 Going for Gold Actn Pln	0	0	0	0	0
WCA investment	0	0	0	0	0
Wimbledon Park Community Assn	0	0	0	0	0
Merton Energy Loan Fund	0	0	0	0	0
Garth Rd Workshop	0	0	0	0	0
Garage for Mayors Car	0	0	0	0	0
Invest to Save	0	0	0	0	0
Wimbledon Scout Group	0	0	0		0
On and Off Street Parking					
Review & extension of CPZ W6	0	0	0	0	0
B548 Obstructive Pkg Grove Rd	0	0	0	0	0
B578 Marton Park CPZ (MP1)	0	0	0	0	0
B579 Upper Greeb West	0	0	0	0	0
Improved parking- shop parades	0	0	0	0	0

Environment and Regeneration - Movement in 2015-16 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 15/16	Virements	Reprofiling	Other Adjustments	Revised Budget as at November 2013
Regeneration Partnerships					
Industrial Estate Investment	0	0	500,000	0	500,000
Colliers Wd- Regeneration Fund	0	0	0	0	0
Mitcham - Outer London Fund	0	0	0	0	0
Mitcham Major schemes	0	0	0	0	0
Restoration of South Park Gdns	0	0	0	0	0
Sect106 Bottleneck Skills Grnt	0	0	0	0	0
B585 Economic Developmnt Strat	0	0	0	0	0
S106 Wim broadwy CA	0	0	0	0	0
B611 - Comm Facilities in WTC	0	0	0	0	0
Town Centre Investment	878,000	0	0	0	878,000
Mitcham Town Centre Improvements	0	0	0	0	0
Colliers Wood Town Centre Improvements	0	0	0	0	0
B550 Mitcham means Business	0	0	0	0	0
S106 Queensmere Road B429	0	0	0	0	0
Plans and Projects					
Low Carbon Zone	0	0	0	0	0
Climate Change Initiatives	0	0	0	0	0
Street Lighting	0	0	0	0	0
Street Lighting Replacement Pr	200,000	0	0	0	200,000
Street Scene					
Improve markings & road signs	0	0	0	0	0
Street scene enhancements	250,000	0	0	0	250,000
B591b Shop Front Improvement	0	0	0	0	0
B591a Street Scene Improvement	0	0	0	0	0
Street Tree Programme	25,000	0	40,000	0	65,000
Raynes Park Street Scene	0	0	0	0	0
Transport for London					
Elec Vehic/Scooter Infrastruct	0	0	0	0	0
Strategic corridor Mitcham	0	0	0	0	0
Kingston/Hartfield Rd StratCor	0	0	0	0	0
Accesibility Programme	0	0	0	0	0
Cycle access/parking	0	0	0	0	0
Morden Town Centre	0	0	0	0	0
Victoria Rd Bus Access Impr	0	0	0	0	0
Casualty Reduction & Schools	0	0	0	0	0
School & Road Safety Campaigns	0	0	0	0	0
Bikeability cycle training Pro	0	0	0	0	0
Mobility Scooter Training	0	0	0	0	0
Unallocated	1,839,000	0	0	0	1,839,000
TFL Slippage - Corridors&Neigh	0	0	0	0	0
TFL Projected Slippage	0	0	0	0	0
Biking Borough Project	0	0	0	0	0
Biking Borough Programme	0	0	0	0	0

Environment and Regeneration - Movement in 2015-16 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 15/16	Virements	Reprofiling	Other Adjustments	Revised Budget as at November 2013
Borough Support - Training	0	0	0	0	0
BCP Cycle Parking	0	0	0	0	0
Car Clubs	0	0	0	0	0
Car Clubs Expansion	0	0	0	0	0
Cycle Improvements	0	0	0	0	0
Developing the Tram	0	0	0	0	0
Willow Lane Industrial Estate	0	0	0	0	0
Motorcycles in Bus Lanes	0	0	0	0	0
Merton HS Victory to Norman	0	0	0	0	0
Central Rd Farm to Green	0	0	0	0	0
London Rd Mitcham to Pitcairn	0	0	0	0	0
Willow Lane Bridge	0	0	0	0	0
Wim TC Accessibility & Streets	0	0	0	0	0
Haydons Road	0	0	0	0	0
London Rd Morden Rd to Crckt Green	0	0	0	0	0
Bridge to Nowhere	0	0	0		0
Traffic and Parking Management					
B583 Wandle Road Area 20mph	0	0	0	0	0
B584 Eastfield Area 20mph zone	0	0	0	0	0
Area Traffic calming measures	0	0	0	0	0
Minor traffic/danger reduction	120,000	(120,000)	0	0	0
Traffic surveys & Safety Measu	15,000	(15,000)	0	0	0
Wimbledon Area Traffic Study	0	0	0	0	0
High Path Area (Option 1 + 3)	0	0	0	0	0
Parkway Area (20 mph scheme)	0	0	0	0	0
Pelham Road Area 20mph scheme	0	0	0	0	0
LBP Design Costs	0	0	0	0	0
Traffic Schemes	0	135,000	0	0	135,000
Transport and Plant					
Replacement of Fleet Vehicles	500,000	0	0	0	500,000
Network Rail	0	0	0	0	0
B494 BSA Imp 12261/12263	0	0	0	0	0
Shared Space	0	0	0	0	0
B573 Business Area Imprvt Prog	0	0	0	0	0
B574 Town Centre Transport Imp	0	0	0	0	0
B544 Wimbledon Station Access	0	0	0	0	0
B603 Improvements Coome Lane	0	0	0	0	0
B609 Wim Town Centre trans imp	0	0	0	0	0
B610 Wim Town Centre trans imp	0	0	0	0	0
B612 Safety & transport imprv	0	0	0	0	0
Transportation Enhancements	2,500,000	0	0	0	2,500,000

Environment and Regeneration - Movement in 2015-16 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 15/16	Virements	Reprofiling	Other Adjustments	Revised Budget as at November 2013
Safer Merton - CCTV & ASB					
CCTV (match funding)	0	0	0	0	0
Environmental Health					
Disabled Facilities Grant DCLG	444,000	0	0	0	444,000
Disabled Facilities Grant LBM	280,000	0	0	0	280,000
Small Repairs Grant	40,000	0	0	0	40,000
Waste Operations					
Alley Gating Scheme - Fly Tip	50,000	0	0	(30,000)	20,000
Re-use/recycling Site Maintena	40,000	0	0	0	40,000
Waste Phase B - Replace RCVs	0	0	0	0	0
GPS Vehicle Tracking	0	0	0	0	0
Kitchen Waste WRAP	0	0	0	0	0
Kitchen waste container replce	0	0	0	0	0
Total	20,643,000	0	540,000	(30,000)	21,153,000

Environment and Regeneration - Movement in 2016-17 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 16/17	Reprofiling	Other Adjustments	Revised Budget as at November 2013
Footways Planned Works				
Repairs to Footways	1,000,000	0	0	1,000,000
B517 Enhancement to Footway	0	0	0	0
B499ab Imprve Holborn Way link	0	0	0	0
B660 Raynes Park Public Real Imps	0	0	0	0
B569a&b Belgrave Walk fencing	0	0	0	0
B500 7-13 Church Rd footway	0	0	0	0
Greenspaces				
Beach Volleyball Courts	0	0	0	0
Play Space Pollards Hill	0	0	0	0
Parks Investment	425,000	0	0	425,000
Raynes Park Cricket Slips	0	0	0	0
Sherwood Rec - Play Area	0	0	0	0
King George Rec Play Area	0	0	0	0
Lewis Road Rec Alt Play Facility	0	0	0	0
Tamworth Rec Interactive Water Play	0	0	0	0
Edenvale Open Space Goal Mouth Surfacing	0	0	0	0
Sir Joseph Hood Crazy Golf	0	0	0	0
Wimbledon Park Crazy Golf	0	0	0	0
All Saints Play Area	0	0	0	0
Nelson Gardens Community Space	0	0	0	0
Mostyn Gardens Outdoor Gym	0	0	0	0
WallRep ChrchLn& JohnInnes Pks	0	0	0	0
B487 Landscape Ravensbury Park	0	0	0	0
B649 Rvaensbury - Railings and Path	0	0	0	0
B619 Ravensbury Park entrance	0	0	0	0
S106 South Park Gardens B346	0	0	0	0
B488 Landscape Dundonald Rec G	0	0	0	0
B617a-c Wimbledon Park upgrade	0	0	0	0
B486 Lndscp Ctnhm Pk Hlnd Gdns	0	0	0	0
Repairs to Water Wheel (B531)	0	0	0	0
B595 Colliers Wd Rec-play area	0	0	0	0
Rowan Rd Rec (B525)	0	0	0	0
Joseph Hood Playground (B524)	0	0	0	0
B621 Joseph Hood Rec	0	0	0	0
B627a&b Cottnhm Prk-play area	0	0	0	0
B521 - Morden Park	0	0	0	0
B596a&b,B625a-c Crckt Grn Area	0	0	0	0
B626a-c Cottnhm Prk&Hollnd Gdn	0	0	0	0
Merton & Sutton Cemetery Board	0	0	0	0
B651 South Park Gardens Pavil	0	0	0	0
B647 John Innes Park Improvmnt	0	0	0	0
B650 Rowan Road Park Improvmnt	0	0	0	0
New Scheme- Figges Marsh Changing Room		0	0	0

Environment and Regeneration - Movement in 2016-17 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 16/17	Reprofiling	Other Adjustments	Revised Budget as at November 2013
Highways General Planned Works				
Surface Water Drainage	69,000	0	0	69,000
Highways bridges & structures	0	0	260,000	260,000
Maintain AntiSkid and Coloured	90,000	0	0	90,000
B340MOSS rpt (land Rutlish Rd)	0	0	0	0
B497/8 Lombard Rd Improvements	0	0	0	0
River Wandle Footbridge	0	0	0	0
B453 Haydons Road	0	0	0	0
New Traffic Schemes	0	0	0	0
B638d/e Sustainable Transport	0	0	0	0
B646a Lombard Industrial Estat	0	0	0	0
B646b 7 Abbey Road	0	0	0	0
B639a Fair Green	0	0	0	0
B642 Streatham Rd	0	0	0	0
Highways Planned Road Works				
Borough Roads Maintenance	1,600,000	0	(100,000)	1,500,000
Homezones	0	0	0	0
Leisure Centres				
Leisure Centre Plant & Machine	300,000	0	0	300,000
Morden Park Pool and LC Invest	0	0	0	0
Other E&R				
Vestry Hall	0	0	0	0
Wimbledon Library Flat	0	0	0	0
Big Lottery Play Areas	0	0	0	0
Mobile Working Initiative	0	0	0	0
B551 B553 Mitcham schemes	0	0	0	0
B502/3 Going for Gold Actn Pln	0	0	0	0
WCA investment	0	0	0	0
Wimbledon Park Community Assn	0	0	0	0
Merton Energy Loan Fund	0	0	0	0
Garth Rd Workshop	0	0	0	0
Garage for Mayors Car	0	0	0	0
Invest to Save	0	0	0	0
Wimbledon Scout Group	0	0	0	0
On and Off Street Parking				
Review & extension of CPZ W6	0	0	0	0
B548 Obstructive Pkg Grove Rd	0	0	0	0
B578 Marton Park CPZ (MP1)	0	0	0	0
B579 Upper Greeb West	0	0	0	0
Improved parking- shop parades	0	0	0	0

Environment and Regeneration - Movement in 2016-17 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 16/17	Reprofiling	Other Adjustments	Revised Budget as at November 2013
Regeneration Partnerships				
Industrial Estate Investment	0	0	0	0
Colliers Wd- Regeneration Fund	0	0	0	0
Mitcham - Outer London Fund	0	0	0	0
Mitcham Major schemes	0	0	0	0
Restoration of South Park Gdns	0	0	0	0
Sect106 Bottleneck Skills Grnt	0	0	0	0
B585 Economic Developmnt Strat	0	0	0	0
S106 Wim broadwy CA	0	0	0	0
B611 - Comm Facilities in WTC	0	0	0	0
Town Centre Investment	1,037,000	0	0	1,037,000
Mitcham Town Centre Improvements	0	0	0	0
Colliers Wood Town Centre Improvements	0	0	0	0
B550 Mitcham means Business	0	0	0	0
S106 Queensmere Road B429	0	0	0	0
Plans and Projects				
Low Carbon Zone	0	0	0	0
Climate Change Initiatives	0	0	0	0
Street Lighting	0	0	0	0
Street Lighting Replacement Pr	462,000	0	0	462,000
Street Scene				
Improve markings & road signs	0	0	0	0
Street scene enhancements	0	0	0	0
B591b Shop Front Improvement	0	0	0	0
B591a Street Scene Improvement	0	0	0	0
Street Tree Programme	100,000	(40,000)	0	60,000
Raynes Park Street Scene	0	0	0	0
Transport for London				
Elec Vehic/Scooter Infrastruct	0	0	0	0
Strategic corridor Mitcham	0	0	0	0
Kingston/Hartfield Rd StratCor	0	0	0	0
Accesibility Programme	0	0	0	0
Cycle access/parking	0	0	0	0
Morden Town Centre	0	0	0	0
Victoria Rd Bus Access Impr	0	0	0	0
Casualty Reduction & Schools	0	0	0	0
School & Road Safety Campaigns	0	0	0	0
Bikeability cycle training Pro	0	0	0	0
Mobility Scooter Training	0	0	0	0
Unallocated	0	0	0	0
TFL Slippage - Corridors&Neigh	0	0	0	0
TFL Projected Slippage	0	0	0	0
Biking Borough Project	0	0	0	0
Biking Borough Programme	0	0	0	0

Environment and Regeneration - Movement in 2016-17 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 16/17	Reprofiling	Other Adjustments	Revised Budget as at November 2013
Borough Support - Training	0	0	0	0
BCP Cycle Parking	0	0	0	0
Car Clubs	0	0	0	0
Car Clubs Expansion	0	0	0	0
Cycle Improvements	0	0	0	0
Developing the Tram	0	0	0	0
Willow Lane Industrial Estate	0	0	0	0
Motorcycles in Bus Lanes	0	0	0	0
Merton HS Victory to Norman	0	0	0	0
Central Rd Farm to Green	0	0	0	0
London Rd Mitcham to Pitcairn	0	0	0	0
Willow Lane Bridge	0	0	0	0
Wim TC Accessibility & Streets	0	0	0	0
Haydons Road	0	0	0	0
London Rd Morden Rd to Crckt Green	0	0	0	0
Bridge to Nowhere	0	0	0	0
Traffic and Parking Management				
B583 Wandle Road Area 20mph	0	0	0	0
B584 Eastfield Area 20mph zone	0	0	0	0
Area Traffic calming measures	0	0	0	0
Minor traffic/danger reduction	0	0	0	0
Traffic surveys & Safety Measu	0	0	0	0
Wimbledon Area Traffic Study	0	0	0	0
High Path Area(Option 1 + 3)	0	0	0	0
Parkway Area (20 mph scheme)	0	0	0	0
Pelham Road Area 20mph scheme	0	0	0	0
LBP Design Costs	0	0	0	0
Traffic Schemes	306,000	(156,000)	0	150,000
Transport and Plant				
Replacement of Fleet Vehicles	500,000	0	0	500,000
Network Rail	0	0	0	0
B494 BSA Imp 12261/12263	0	0	0	0
Shared Space	0	0	0	0
B573 Business Area Imprvt Prog	0	0	0	0
B574 Town Centre Transport Imp	0	0	0	0
B544 Wimbledon Station Access	0	0	0	0
B603 Improvements Coome Lane	0	0	0	0
B609 Wim Town Centre trans imp	0	0	0	0
B610 Wim Town Centre trans imp	0	0	0	0
B612 Safety & transport imprv	0	0	0	0
Transportation Enhancements	0	0	0	0

Environment and Regeneration - Movement in 2016-17 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 16/17	Reprofiling	Other Adjustments	Revised Budget as at November 2013
Safer Merton - CCTV & ASB				
CCTV (match funding)	0	0	0	0
Environmental Health				
Disabled Facilities Grant DCLG	444,000	0	0	444,000
Disabled Facilities Grant LBM	280,000	0	0	280,000
Small Repairs Grant	60,000	0	0	60,000
Waste Operations				
Alley Gating Scheme - Fly Tip	0	0	20,000	20,000
Re-use/recycling Site Maintena	0	0	0	0
Waste Phase B - Replace RCVs	0	0	0	0
GPS Vehicle Tracking	0	0	0	0
Kitchen Waste WRAP	0	0	0	0
Kitchen waste container replce	0	0	0	0
Total	6,673,000	(196,000)	180,000	6,657,000

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Committee: Children and Young People Overview and Scrutiny Panel

Date: January 14th 2014

Agenda item: 3

Wards:

Subject: Children and Families Bill

Lead officer: Head of Education, Janet Martin

Lead members: Councillor Maxi Martin and Councillor Martin Whelton

Forward Plan reference number: N/A

Contact officer: Service Manager SEND & Inclusion Kaye Beeson

Recommendations:

- A. That members of the Panel note the contents of this report
- B. That a further update on progress in implementing requirements of the new legislation is provided to the Panel in due course.

1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report briefs CYP Scrutiny Panel on the Children & Families (C&F) Bill which introduces legislative changes for Children & Young People (C&YP) with Special Educational Needs & Disabilities (SEND). The report summarises key elements of the new legislative framework and Merton's progress in preparing for implementation. It suggests that further scrutiny of the emerging plans is undertaken in Summer 2014.

2 DETAILS

NATIONAL CONTEXT

- 2.1. Subject to Parliamentary approval, from September 2014, the C&F Bill will place new statutory responsibilities on local authorities. These include:
 - Working across education, social care and health to jointly commission services to deliver integrated support for C&YP with SEN aged 0-25.
 - Engaging local partners in co-producing and publishing with parents and young people a full local offer of services to support SEN including all educational establishments, Council and Community Sector services
 - Establishing a new coordinated Education, Health & Social Care Assessment Framework and planning procedures for C&YP with SEND aged 0-25.

- Introducing and implementing Education, Health & Care Plans (EHCP). These will replace existing statements of Special Educational Needs & Learning Difficulty Assessments (S139As). Key to the EHC Plan is the focus on outcomes for the C&YP.
 - Offering those with an EHCP the option of a Personal Budget.
- 2.2. A final and revised SEN Code of Practice (0-25) will be published in Spring 2014. This will act as Statutory Guidance for the duties introduced by the Bill.
- 2.3. Thirty Pathfinders have been trialling implementation of the SEN reforms. They have produced information packs which support non pathfinder areas.
- 2.4. Each local area is able to access support on implementing the reforms from their regional pathfinder champion. The borough's champion is known as SE7, a consortium of East Sussex, West Sussex, Brighton & Hove, Herts, Kent, Medway and Surrey local authorities.

LOCAL IMPLEMENTATION

- 2.5. Merton has established a high level executive programme board and workstream groups to take forward the proposed reforms. (See Appendix A for detail)
- 2.6. The Director of CSF department currently chairs the programme board. Parents, health commissioners and providers, CSF department, schools, school governors, adult social care, leisure, housing, Job Centre Plus and the local community and voluntary sector are all represented at appropriate levels.
- 2.7. Key areas for development have been identified and workstream groups established to take forward detailed work. These areas are:
- Establishing a new assessment framework, proformas and procedures
 - Establishing proformas and procedures for the new Education, Health & Care Plans
 - Establishing and publicising the 'Local Offer'
 - Establishing criteria and processes for Personal Budgets
 - Establishing preparation for adulthood pathways for young people with SEN and disabilities
- 2.8. Workstream leads report to the programme board on a regular basis.
- 2.9. The engagement of parents and carers is considered essential in preparing for the new regime. Kids First, a commissioned parent forum in Merton, have been partners from the outset, contributing to specific workstreams and facilitating stakeholder engagement events and workshops. Plans are also in place to involve young people in the implementation work.

3 ALTERNATIVE OPTIONS

- 3.1. The C&F Bill should receive Royal Assent by March 2014. Regulations will be laid between April – June 2014 and implementation will be from September 2014.

4 CONSULTATION UNDERTAKEN OR PROPOSED

- 4.1. As noted above, implementation of the new requirements is being planned and delivered by all key agencies with careful engagement of parents and carers. A communications strategy is being formulated and is expected to be signed off at the next programme board this month. It is proposed that further scrutiny is timetabled when greater detail on the changes to policy and procedure is available.

5 TIMETABLE

- 5.1. Merton's response to the C&F Bill Programme is led by the programme board and a clear timeline has been identified in order to ensure readiness for September 2014 implementation. See Appendix B – high level project plan.

6 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

- 6.1. Current legislation encompasses C&YP with SEND between 0-19yrs. The forthcoming legislation will extend responsibilities to young adults up to 25yrs. At this point it is not clear whether additional funding will be made available by central government to support the cohort aged from 19-25.
- 6.2. To date, all local authorities have received some government funding to support programme management and the roll out of requirements.
- 6.3. Work is underway at a sub regional level to identify with our neighbouring boroughs current provision post 19 for young people with SEND and consideration will be given to developing and commissioning additional provision as required.

7 LEGAL AND STATUTORY IMPLICATIONS

- 7.1. The C&F Bill is currently going through Parliament. Royal Assent is due by April 2014 and the new requirements are expected to be in place from September 2014.

8 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

- 8.1. The Department for Education (DfE) has considered equality, diversity and rights issues in preparing the new legislation. Merton will undertake an equalities assessment (EA) once legislation is passed. This will be reviewed by the programme board.

9 CRIME AND DISORDER IMPLICATIONS

- 9.1. N/A.

10 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

- 10.1. A risk register is in place and the programme board will monitor that accordingly.

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

- Appendix One – Governance Structure
- Appendix Two – High Level Project Plan

12 BACKGROUND PAPERS

C&F BILL PROGRAMME GOVERNANCE



SPONSOR: Janet Martin – Head of Education

- Laura Taylor – Parent Rep
- Paula Jewes – Parent Rep
- Paul Ballatt – A.D. Comm Strategy & Perf
- Adam Doyle - CCG Comm Director
- Jonathan Browne - Adult Social Care Rep
- Anne Howers - Health Provider Rep
- Celia Dawson – Special School Rep
- Andy Whittington – Merton Mencap
- Mark Clennaghan - Merton CAMHS
- Sutton & Merton Vol. CS Rep
- Steve Langley – Housing Needs
- Jane Pettifer – NHS Continuing Care
- Afua Boaten- SEN Governors Rep
- Hilary Hurd – SEN Governor Rep
- Yvonne Osafo - SEN Governor Rep
- Kaye Beeson – SM SEND & Inclusion
- Gary King – Project Manager

Programme Sponsor

Janet Martin – Head of Education

RESPONSIBILITIES:
Commissioner of the overall Programme and person with ultimate responsibility

Programme Board

Programme Manager & Project Manager

Kaye Beeson / Gary King

RESPONSIBILITIES:
•Management of Programme
•Process and delivery management of specific project/s

Programme

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Assessment Framework & Revised SEN Code of Practice

- LEAD: Kaye Beeson
- Parent Reps – x2-4 tbc
 - Steve Childs – Melrose Headteacher
 - Sam Green – CCG
 - Ruth Chandler - Royal Marsden
 - Jonathan Browne - ASC
 - CSC Rep
 - Elaine Killerby-SENDIS
 - S.Jones – SENDIS
 - Karen Akroyd – SENDIS
 - Susan Warwick-SENCO

Education Health & Care Plan

- LEAD: Kaye Beeson
- Parent Reps – x2-4 tbc
 - Alison Jones - Early Years Rep
 - Steve Childs – Melrose Headteacher
 - Ruth Chandler - Royal Marsden
 - Sam Green - CCG
 - CSC Rep
 - YP Rep
 - Elaine Killerby- SENDIS
 - S.Jones SENDIS
 - Georgie Tyrell – SENDIS
 - Susan Warwick- SENCO

Local Offer

- LEAD: Janet Martin
- Early Years Rep
 - Kate Saksena - School Imp. Rep
 - Chris Parslow-Leisure
 - Leanne Walder-Comm.
 - Kate Jennings-Comm.
 - Ruth Chandler – R.M.
 - CCG Rep
 - MVSC Rep
 - Mandy Lawson–SENDIS
 - Chris Wilson – PPO
 - Lucy Hill – Info Mngr
 - Gary King – Proj.Mngr
 - School Rep(via School Inclusion meeting)

Personal Budgets

- LEAD: Mandy Lawson
- Parent Reps - tbc
 - Sam Powell – SENDIS
 - Mandy Lawson – SENDIS
 - Selina Sam Franks – CSC
 - Finance Rep
 - P.Manager

Other members to be confirmed

Preparation for Adulthood

- LEAD: Paula Jewes
- L.Walder – CSF Comm.
 - Parent Reps x2-4 tbc
 - Celia Dawson - Perseid
 - Leticia Okwabi- ASC
 - Stephen Childs-Melrose
 - C.Green Rep
 - Suzannah Devine–R.Park
 - Kelly Philips-S.Thames
 - Liz De Freitas - SENDIS
 - Mandy Lawson-SENDIS
 - Sam Green – CCG
 - Gary King – P.M.

- K.Tulloch – My Futures
- Liz Kelly – Y.Justice Ed

Communications / Workforce Development / Information Technology

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Committee: Children and Young People Overview & Scrutiny Panel

Date: 14th January 2014

Agenda item: 4

Wards:

Subject: Transforming Families

Lead officer: Paul Angeli – Head of Children’s Social Care

Lead member: Councillor Maxi Martin

Forward Plan reference number: N/A

Contact officer: Curtis Ashton

Recommendations:

- A. Members of the Panel note progress made in Merton in implementing the national Troubled Families initiative.
-

1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1. This report provides an update on the progress made by Merton’s Transforming Families (TF) team in its work with families.

2 DETAILS

UPDATE ON TF TEAM AND CURRENT CAPACITY

- 2.1 The Transforming Families team continues to be overseen by an Operations Manager who manages two Lead Practitioners. Each Lead Practitioner currently supervises 4 – 5 case practitioners. The team also has a Business Support worker who assists with the general administrative needs of the team and with data collation processes which are significant due to Department for Communities and Local Government (DCLG) requirements (which are linked to performance related funding).
- 2.2 A Community Development Worker was appointed in July 2013 and works for the Merton Voluntary Service Council in conjunction with the Transforming Families team with a particular focus on the Phipps Bridge estate supporting the local ambitions established through the Performance Reward Grant financial allocation.
- 2.3 Commonsense Community Development Trust work alongside the Transforming Families Team and have been tasked with working with 30 families between 2013 – 14. These 30 cases will represent a ‘step down’ process from the Transforming Families team once the Transforming Families intervention ceases. This ensures that those families who still require support continue to receive it (although at a reduced level).
- 2.4 The Transforming Families team recently appointed to the post of Gangs Worker following the successful bid for funds from the Mayor’s Office for Policing and Crime (MOPAC). This worker commenced at the beginning of November 2013 and is working closely with teams within Social Care and

Youth Inclusion- and other teams across the council- to identify and provide support to those young people (particularly young men) who are engaged with, or on the periphery of, gang membership.

UPDATE ON TRANSFORMING FAMILIES DATA/PERFORMANCE AS AT THE END OF OCTOBER 2013

- 2.5 Performance data on local authorities' implementation of the Troubled Families initiative is published at regular intervals. Merton's data has consistently shown that once the Transforming Families team became fully operational in January 2013, activity and impact has increased significantly. As of October 2013, 320 families had been identified and 300 families had been worked with by the team and/or in conjunction with other social care services. 42 families have been identified as having been 'turned around' or 'transformed' due to the fact that they have fulfilled the Payment by Results criteria outlined by the DCLG. 25 families have achieved the crime/ASB/ education outcomes and 17 families have achieved the continuous employment outcome. These are success stories as the team is working with families who have very complex and high level needs. The Transforming Families team in Merton is working with cohorts of families that are particularly challenging and cannot easily be 'turned around', as is the case in some other local authorities. A large number of cases are referred from the MASH (Multi-Agency Safeguarding Hub) Team and are often families with complex needs. In addition, a number of cases are being co-worked with the Youth Justice/ Offending Service and Social Work teams.
- 2.6 It is of particular note that the team has worked with a large number of parents on its programmes who have sustained employment - larger numbers than in neighbouring local authorities. Merton also exceeded the target of numbers of families worked with (128) for year 1 of the programme. The target was 124 families as set by the DCLG.

Area	Total target number of Families	Number of families identified as at the end of October 2013	Number of families worked with as at the end of October 2013	Number of families achieving crime/asb/education result as at the end of October 2013	Number of families achieving continuous employment result as at the end of October 2013	Total number of families turned around as at the end of October 2013	Number of families achieving progress to work outcome as at the end of October 2013
Merton	370	320	300	25	17	42	1

(Provided and published by the Department of Communities and Local Government, November 2013)

- 2.7 These figures are soon to increase as the next window for claiming the Payment by Results element of the programme commences this month. The team is currently working on data collation in relation to the cases that will be claimed for in order to evidence success to our internal auditors and

to the DCLG. The team is anticipating making a significant claim in January 2014.

RELATIONSHIPS WITH PARTNERS

Housing

- 2.8 Locally joined up working is generally good. However, one of our challenges is in relation to the small number of families who are in need of re-housing either within or outside of the borough. The relationship with Merton Priory Homes is strong but needs to be sustained and further developed.

Education

- 2.9 Effective partnership working exists between the Transforming Families team and education colleagues, in particular in the Education Welfare service and local schools. The major education issue being addressed is poor school attendance. There has been considerable success in improving attendance and returning young people to appropriate provision. Challenges remain regarding out of borough children and those attending academies.

Police and Probation

- 2.10 Relationships are effective and work is underway in the borough in relation to the Ending Serious Youth Violence action plan. A small but significant number of families known to the Transforming Families team are assessed as possibly having issues relating to gang involvement. The Youth Crime Executive Board is actively addressing this issue and the appointment of the MOPAC funded gangs worker will assist in joining up this work with the Transforming Families agenda.
- 2.11 There are a number of significant changes that are forthcoming in the Probation Service, but these should be alleviated within the team as a Probation Officer will continue to be seconded within the Youth Justice/Offending Service.

Job Centre Plus

- 2.12 As one of the main national criteria for eligibility for families for the programme is worklessness/unemployment. Work has been carried out with the local Job Centre and a worker from Job Centre Plus commenced work in the team one day a week on the week in November 2013.

PHIPPS BRIDGE PROJECT

- 2.13 The Community Development worker noted above has been in place since July 2013. Although progress made was not reflected in the October return, the worker has been pro-active in getting the programme running in

the Phipps Bridge area. Initial work involved profiling the population of the estate. The following factors are of particular note and demonstrate that the estate has a higher proportion of families eligible for the programme than the rest of the borough:

- Above average (Merton) % of population are children and young people (Phipps 29%, Merton 18%).
- Above average single parent families (Phipps 43% of families, Merton 20%).
- Higher than average number of people with disability or long term conditions or mental health issues. Lifestyle and socio-economic data indicates a much higher rate than average of Phipps residents will have future health problems.
- High levels of smoking and obesity or mental health issues. Lifestyle and socio-economic data indicates a much higher rate than average of Phipps residents will have future health problems.
- The rate of domestic incidents in the ward is second highest in the borough.
- High unemployment is in issue within the ward and this requires attention
- Relatively high number of teenage conceptions
- Lower than average attainment at foundation stage assessment profile (school readiness)
- Lower than average Key Stage 2 attainment
- Lower than average GCSE results
- Higher than average rates of school exclusions.

2.14 This information has been used to identify an agreed focus of the specific work on the estate. Work will be focused on:

- High cost/concern families with multiple problems
- Young people at risk of offending, and their families
- Children and young people at risk of abuse etc. and their families
- Children and young people with significant health needs and their families
- Children and young people with significant physical or learning disability and their families
- Families affected by domestic violence, drug and alcohol misuse, mental health problems – the three main drivers of safeguarding issues in families.
- Young people at risk of exclusion or NEET and worklessness issues in their Families
- Community members at risk of alienation or attachment to violent extremism.

How outcomes will be measured

2.15 Outcomes measures for children, young people and adults worked with on the programme include the following:

- Improved attendance at school

- Reduction in exclusions
- Reduction in anti-social behaviour
- Reduction in domestic violence
- Reduction in housing enforcement actions
- Reduction in number of child protection concerns
- Increased take up of health services (e.g. substance misuse services, Mental Health)

2.16 The Community Development Worker will work closely with MVSC and the Transforming Families Team to both identify families on the estate for intervention and co-ordinate interventions. Additionally the worker is tasked with developing community capacity.

2.17 The Community Development Worker has established appropriate networks between MVSC and transforming families' team. She has also established local stakeholder networks (South Mitcham Community Association, Merton Priory Homes, Friends of Phipps Bridge, Haslemere and Benedict Schools, Mitcham Schools cluster, Wimbledon Guild, Leisure. The CDW has also met with local councillors and our Lead Member of Children's Services.

NEXT STEPS FOR THE PROGRAMME

2.18 The team has begun to engage with the full Year 2 cohort of families during 2013/14 and prepare for the January 2014 Payment by Results return. Work is also planned for the promotion of the team within the community to increase self-referrals

2.19 The strengthening of the protocols and arrangements with MVSC to deliver the Phipps Bridge project is a priority, which will lead to the identification of eligible cases within this estate

2.20 A new database is being procured to ensure that data collection and monitoring systems and processes are in place and tailored to local and DCLG data returns.

TRANSFORMING FAMILIES PANEL

2.21 A monthly multi-agency Transforming Families Panel was introduced in December 2013. This is where case practitioners, their managers and partners (such as Social Care, Education, Police, Job Centre and Commonsense) discuss families known to the scheme. The objective of this panel is to ensure that safeguarding and risk concerns are shared (due to the complexity of many of the cases) and to track and monitor the progress of the success of the cases (particularly in relation to the payment by results criteria). The Panel will also assist with the planning processes in relation to new cases and in identifying 'step down' and 'step up' progression.

NATIONAL RESEARCH PROJECT

- 2.22 The Department for Communities and Local Government has commissioned a national three-year evaluation of the Troubled Families programme. Merton is one of twenty Local Authorities in the country who have been selected to take part.
- 2.23 The objective of the study is to explore, in depth, how TF services are operating, to understand how systems and services have been designed and formed to work with families and to provide on-going learning about how to optimise the efficacy of the TF programme. Case studies will be based on interviews and group discussions with staff and workshops with local partners, at both strategic and operational levels. Researchers will be carrying out two day long site visits in the first and third year of the evaluation (Waves 1 and 3) and one telephone interview during the second year of the evaluation (Wave 2). This will lead to the DCLG publishing a report at the end of the programme.
- 2.24 The research commenced in November 2013 with the researcher interviewing the Director of CSF, the Head of Children's Social Care and Youth Inclusion, the Service Manager of Family and Adolescent Services and the Transforming Families team. The researcher is due to return in January for the second part of the workshop. The researcher was extremely complimentary about staff and Merton. As part of the research project 2 Merton families will also be interviewed.
- 2.25 We have been advised that Merton will receive individualised feedback from this research, although we are not clear at this stage when this may be provided.

3. ALTERNATIVE OPTIONS

- 3.1 None for the purposes of this report.

4. CONSULTATION UNDERTAKEN OR PROPOSED

- 4.1 None for the purposes of this report.

5. TIMETABLE

- 5.1 None for the purposes of this report.

6. FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

- 6.1 None for the purposes of this report.

7. LEGAL AND STATUTORY IMPLICATIONS

- 7.1 No specific implications.

8. HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

8.1 No specific implications.

9. CRIME AND DISORDER IMPLICATIONS

9.1 No specific implications.

10. RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

10.1 No specific implications.

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

11.1 N/A

12. BACKGROUND PAPERS

12.1 None

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Committee: Children and Young People Overview and Scrutiny Panel

Date: 14 January 2014

Item: 5

Wards:

Subject: Update on Public Health, Prevention and Early Intervention

Lead officers: Dr Kay Eilbert, Director of Public Health
Yvette Stanley, Director of Children, Schools and Families

Lead member: Councillor Linda Kirby, Cabinet Member for Adult Social Care and Health
Councillor Maxi Martin, Cabinet Member for Children's Services

Contact officer: Julia Groom, Consultant in Public Health

RECOMMENDATIONS:

- A To note and consider progress on public health, prevention and early intervention.
- B To consider opportunities for further partnership work on public health, prevention and early intervention

PURPOSE OF REPORT AND EXECUTIVE SUMMARY

1.1 The purpose of this report is to update the Scrutiny Panel on progress towards key public health outcomes for children and young people, and ask the Panel to consider opportunities for future partnership work. The report sets out the current context and priorities for public health prevention and early intervention and outlines progress on priorities. The report focuses on:

1.2 Early Years:

1.2.1 **Healthy Child Programme and Children's Centres:** the Healthy Child Programme (HCP) is a universal service that sets out an integrated approach to improving health and wellbeing and supporting families. Merton Children's Centre services are delivered either by schools or directly by the local authority, with significant delivery of the HCP by Health visitors and to a lesser extent midwifery services. In order to assess the effectiveness of current delivery approach a review has been undertaken and an action plan will be developed in response to recommendations.

- 1.2.2 **Family Nurse Partnership (FNP):** Merton and Sutton have established a FNP programme. The FNP is an evidence-based preventative early intervention programmes for vulnerable first time mothers under 20 which aims to improve pregnancy outcomes and child development. A supervisor and 4 new nurses have been appointed to deliver the programme, and a further 2 nurses will be appointed in 2014.
- 1.2.3 **Breastfeeding:** Following review of breastfeeding support across Merton and Sutton a Breastfeeding Steering Group has been established to increase breastfeeding support services and awareness.
- 1,2,4 **Immunisation:** In Sutton and Merton the performance on Childhood Immunisation has been low for a number of years. The outbreak of measles in South Wales in 2013 highlighted the potential risk to the local population and resulted in a national MMR catch up campaign for 10-16 year olds. A Task Group was established for 6 months to maintain a focus on local action. In 2014 it is proposed that a strategic group meets quarterly. The Local Authority has an assurance role via the Director of Public Health and officers have worked with partners to agree an action plan is in place to improve GP delivery, child health information and raising awareness among parents.
- 1.3 School Years:**
- 1.3.1 **The Healthy Child Programme and School Nursing:** the HCP from 5-19 years sets out the recommended framework of universal and progressive services for children and young people and school nurses are key to its delivery. A review of the service has taken place and will inform service development and future commissioning for 2014/15 and beyond.
- 1.3.2 **Healthy Schools:** A new London Healthy Schools programme has been launched, to which all London schools will be eligible for Bronze status. The focus for Merton will be on developing practical support for clusters of schools, building on and enhancing work already taking place in schools.
- 1.3.3 **Healthy Weight:** The National Child Measurement Programme is a mandatory service that measures children in reception and year 6. Results from Merton show a significant increase in obesity between ages 5 and 11 years. Current healthy weight initiatives will be reviewed against NICE guidance to assess how well best practice is being applied locally, and healthy weight pathways will be developed. Healthy Weight services for children will be re-commissioned in 2014/15.
- 1.4 Young People making healthy life choices:**
- 1.4.1 **Teenage Pregnancy:** Although teenage pregnancy rates have reduced, it remains an important issue and a new teenage pregnancy strategy will be developed and a range of training for schools, young people and parents will continue. An options appraisal on future commissioning arrangements for sexual health services for young people is taking place.

- 1.4.2 **Substance Misuse:** A recent needs assessment identified increases in access to drug treatment services and indicated increases in higher risk drinking among young people. Current substance misuse services for young people have recently been reviewed and the current service will continue for 2014/15. Services will be re-commissioned for 2-15/16

2. DETAILS

Introduction

2.1 National context

2.1.1 The Marmot review 'Fair Society, Healthy Lives' (2010) set out the case for focusing investment on early years and advocated a life-course approach to tackling health inequalities, demonstrating that giving every child the best start in life is crucial to reducing health inequalities across the life-course.

2.1.2 In July 2012 the National Children and Young People's Health Outcomes Forum, an independent group of experts, published its report setting out proposals on how health-related care for children and young people can be improved. This identified several themes for improvement including: putting CYP and families at the heart of what happens, acting early and intervening at the right time, and integration and partnership. The report supports Marmots' approach and recommends that all organisations in the new health system should take a life-course approach, coherently addressing the different stages of life and key transitions instead of tackling individual risk factors in isolation.

2.1.3 The Forum also published a report on Inequalities in Child Health and how they might be addressed. In addition to addressing the wider determinants of health (housing, education, environment etc), this identified the top ten areas of evidence-based good practice that if implemented will have an impact on reducing health inequalities:

- Health education and healthy schools
- Parenting programmes
- Safeguarding, domestic violence prevention
- Troubled families initiative
- Support for children of adult offenders
- Family Nurse Partnership
- Children's Centres integrating with health visiting and midwives
- Interventions with children in care or at risk of care, including Multi-systemic Therapy
- Liaison and diversion, including new pathfinders
- Action on teenage pregnancy and sex and relationship education

2.1.4 It is positive to note that in Merton many of the programmes identified by the Outcomes Forum are well established and others under development, such as the Family Nurse Partnership, and this report sets out priorities for public health prevention programmes which reflect this.

2.2. Local Context

2.2.1 World-wide evidence has shown that living standards and levels of education have the greatest influence on health. While current work in the NHS focuses on curative – fixing people once they become unwell, the local authority delivers services that influence health and prevent people from getting ill in the first place. Working in partnership thus increases our chances of reducing inequalities in health.

2.2.2 The influences on health—social determinants of health— are the conditions in which people are born, grow, live, work and age. These conditions combine to create health and ill health and are dependent on the quality of housing, education, employment, and a nurturing environment in childhood, for example. They are shaped by policy decisions, which are mostly responsible for inequities in health - the unfair and avoidable differences in health status seen within and between groups of people. The negative influences associated with poverty are two fold; i.e.:

- People living in poverty are more likely to be exposed to conditions that are adverse to their health (crowded or poor living conditions, unsafe neighbourhoods)
- People living in poor circumstances are more likely to be negatively affected by these adverse conditions

Priorities for children and young people set out in this report must be considered in this wider context and contribute to stemming widening health inequalities in Merton.

2.2.3 In Merton priorities are set out in the Children and Young People's Plan and the Health and Wellbeing Strategy 2013/14, which includes Priority 1: 'Giving every child a healthy start'. This recognises the evidence that shows that what a child experiences during the early years, including before birth, lays down the foundations for the whole life. The Strategy includes a commitment to further strengthening our partnership approach to preventative strategies for health and wellbeing, across all universal services and settings, and ensuring the earliest identification of health and wellbeing issues to better target services to those families that are in greatest need of support, particularly for residents living in the east of the borough.

2.2.4 Outcomes for Priority 1: 'Giving Every Child a Healthy Start' include:

- All babies have the best start in life
- Promoting the emotional wellbeing of our children and young people
- Promoting a healthy weight
- Helping young people to make healthy life choices

The Children’s Trust will lead on the delivery of these outcomes and report to the Health and Wellbeing Board annually.

2.2.5 The transition of public health responsibilities and other changes to the health system from April 2013 provide an opportunity to strengthen priorities for prevention and early intervention:

- Merton Council is responsible for commissioning public health services for children and young people age 5-19 years. This includes School Nursing Services; National Child Measurement Programme; healthy weight and weight management services; tobacco control & smoking cessation; alcohol and drug misuse; local nutrition services; increasing physical activity and injury prevention.
- NHS England is responsible for commissioning services for infants and children age 0-4 years, including Health Visiting, Childhood Immunisations and child health Information systems.
- Merton Clinical Commissioning Group is responsible for commissioning a wide range of health services for children and young people including Maternity Services and Child and Adolescent Mental Health Services. LB Merton has a statutory responsibility to provide public health advice to the CCG.

This new health infrastructure has potential risks associated with transition and new systems, but also provides an opportunity to take a refreshed look at an integrated approach to prevention and early intervention for children and young people.

2.3 Public Health Outcomes

2.3.1 The Public Health Outcomes Framework 2013-16 sets out priorities for CYP across 4 domains: wider determinants, health improvement, health protection and healthcare public health. 19 of the 66 indicators have a primary focus on maternity, children and young people and a further 21 include the younger age group alongside adults. The full set of PHOF indicators are available at: <http://www.phoutcomes.info/>

2.3.2 The Children’s Trust Board have a set of high level performance indicators for prevention and early intervention, these include performance measures for the Health and Wellbeing Strategy:

Outcome	Performance Indicator
Ensure every baby has the best start in life	<ul style="list-style-type: none"> • Breastfeeding prevalence at 6-8 weeks • MMR1 Coverage (1 dose by age 2) • MMR2 Coverage (2 doses by age 5) • % of completed parenting programmes
Promote and improve personal, social and mental wellbeing of children, young people and their parents	<ul style="list-style-type: none"> • % Children achieving a good level of development at age 5 • % of children on the waiting list for CAMHS (first assessment) seen within 8 weeks
Promote and increase the	<ul style="list-style-type: none"> • Excess weight in 4-5 year olds

proportion of healthy weight children and young people	<ul style="list-style-type: none"> • Excess weight in 10-11 year olds
Enable and increase the number of young people making healthy life choices	<ul style="list-style-type: none"> • Under 18 conceptions • 4 Week successful smoking quitters in young people • Hospital admissions for alcohol specific causes in under 18s

2.3.3 The Merton Joint Strategic Needs Assessment has been refreshed for 2013/14 to ensure that it fully addresses the needs of children and young people. This will be presented to the Health and Wellbeing Board in January 2014. A summary of draft key findings for children and young people is set out in Appendix A. The current 2012/13 JSNA is available at: www.mertonjsna.org.uk

Early Years

2.4 Healthy Child Programme and Children's Centres

2.4.1 The Healthy Child Programme: pregnancy and the first 5 years (DCSF 2009) sets out an integrated approach to improving the health and wellbeing of children and supporting families and sets out recommended standards for delivery. The Healthy Child Programme has been defined as 'the early intervention public health programme that lies at the heart of universal services for children and families. At a crucial stage of life the HCP's universal reach provides an invaluable opportunity to identify families that are in need of additional support and children who are at risk of poor outcomes.' (HCP 2009)

2.4.2 The Healthy Child Programme approach is well established in Merton, with an integrated approach to Children's Centres and Health Visiting services across the 11 Children's Centres in Merton. Children's Centre services are delivered either by schools or directly by the local authority, with significant delivery of the HCP by Health visitors and to a lesser extent midwifery services (from 2 of the local hospitals). Services include a range of child development, health and parenting programmes.

2.4.3 In order to assess the effectiveness of the current delivery approach a review has been undertaken which explore the extent to which current integrated working practices between key agencies deliver the core purpose, improve outcomes and narrows the gap for disadvantaged children (from conception 0 – 5). The review highlighted a range of strengths in the current system, and identified ways in which these can be strengthened. Key issues include: the need to improve communication and interagency working among some professional groups, including midwifery; the need to develop early years pathways and integrated approaches; the need for a shared outcome framework and performance indicators; the need for information sharing protocols. The review also identified that there was some variation in provision including the need for greater support to address low level mental health concerns and some training needs for staff.

2.4.4 A task and finish group will be established to oversee the implementation of an action plan. It has been agreed that a public health programme will be developed in 2014/15, to:

- Develop early years pathways
- Staff development –focusing on evidence into practice
- Parent support –focusing on emotional and mental health.

The review will help inform service and pathway development, and will provide a baseline for future commissioning, when responsibility transfers to local authorities in 2015.

2.5 Family Nurse Partnership

2.5.1 Merton and Sutton established a Family Nurse Partnership (FNP) programme. The FNP is an evidence-based preventative early intervention programmes for vulnerable first time mothers, which aims to:

- improve pregnancy outcomes
- improve child health and development through helping parents provide more competent care
- improve parents economic self sufficiency

2.5.2 The programme has been developed in the US over 30 years. It provides intensive and structured home visiting, using a psycho-educational approach focussing on adaptive behaviour change during pregnancy and until the child turns 2 years old. The programme is being adopted in England under licence to ensure replication of the original research. It is estimated that about 90 young mothers are eligible in each Borough, but due to the rising birth rate and population changes this may be higher.

2.5.3 NHS England will provide resources for 2013/14 and 2014/15 to deliver the programme locally. The programme is delivered by Sutton and Merton Community Services and a local team has been established comprising of a supervisor and 4 nurses, which will rise to 6 in 2014. From 2015 funding for the programme will be part of the Public Health Grant baseline alongside the core 0-5s children's health services funding. A Partnership Strategy Group has been established and an operational group will be developed to oversee the implementation of the programme. In addition to the benefits for young mothers on the programme, the aim is to roll-out learning from the programme to wider services.

2.6 Breastfeeding

2.6.1 Higher levels of breastfeeding are linked to better child health including lower levels of overweight and obesity, reductions in hospital admissions and primary care attendances, and better longer term health. Supported by Commissioners, Sutton and Merton Community services have signed up to UNICEF Baby Friendly accreditation which aims to improve breastfeeding rates.

- 2.6.2 National data on breastfeeding is currently only available at PCT-level (Sutton and Merton combined). In 2012/13 breast feeding initiation was 86%, and the prevalence of breastfeeding at 6-8 weeks after birth was 60.6%, which is higher than England rates. Local data suggests that rates are higher in Merton than Sutton. Analysis of data by area and by ethnicity shows that there are lower rates of breastfeeding at 6-8 weeks in the east of the borough and among White ethnic groups.
- 2.6.3 A review of breastfeeding in 2013 identified a number of challenges and opportunities for improving breastfeeding. Recommendations include:
- To increase leadership and effective monitoring of breastfeeding rates
 - To offer antenatal intervention designed to increase breastfeeding rates aimed at those least likely to breastfeed
 - To support women who chose to breastfeed more effectively
 - To raise awareness of local breastfeeding services and information to ensure all women receive consistent information and can chose the type/style of support they can access
 - To support Merton to welcome breastfeeding families to their services (cafes, restaurants, leisure centres etc).
- 2.6.4. A Breastfeeding Steering Group has been established to develop a local action plan to improve breastfeeding rates, particularly in areas of highest needs. A breastfeeding App has been developed to provide information for mothers and will be launched in early 2014.

2.7 Childhood Immunisation

- 2.7.1 After clean water, vaccination is the most effective public health intervention in the world for saving lives and promoting good health. The primary aim of vaccination is to protect the individual who receives the vaccine, but vaccinated individuals are also less likely to be a source of infection to others. This reduces the risk of unvaccinated individuals being exposed to infection. This concept is called population (or 'herd') immunity. The World Health Organization (WHO) recommends at least 95% of pre-school children to receive the recommended vaccinations to achieve 'population' immunity.
- 2.7.2 In Sutton and Merton the performance on Childhood Immunisation has been low for a number of years. The outbreak of measles in South Wales in 2013 highlighted the potential risk to the local population and is indicative of our overall performance on childhood immunisations:
- In 2012-13 the proportion of the population immunised with 1 dose of MMR by age 2 years was 80.7% for Sutton and Merton, compared to 87.1% for London and 92.3% for England.
 - In 2012-13 the proportion of the population immunised with 2 doses of MMR by age 5 was 68.9%, compared to 80.8% for London and 87.7% for England.
 - The trend over the past four years has been downwards and the level of coverage at of 2nd birthday has reduced from 83.6% in 2008-09 (a reduction of nearly 3%)

- 2.7.3 Data recording has been identified as a potential significant issue affecting the accuracy of the published data and actions have been put in place to address this via a 'GP Upload' tool. Most recent COVER data indicates that coverage rates are improving locally in response to these and other measures:
- In Q1 2013-14 (April-June), the proportion of the population immunised with 1 dose of MMR by age 2 years was up to 86.9% for Sutton and Merton, compared to 87.6% for London and 92.6% for England.
 - The proportion of the population immunised with 2 doses of MMR by age 5 was up to 80.1% compared to 81.4% for London and 88.4% for England.
- 2.7.4 Currently the incidence of confirmed measles cases is low and there are no current outbreaks locally and across London. However a national MMR catch up campaign for 10-16 year olds took place over summer 2013 which aimed to ensure that all young people were vaccinated by September 2013. It has been estimated that there were an estimated 2,054 unvaccinated and 2,005 partially vaccinated 10-16 year olds in Merton. This is based on registered population of 15,286 10-16 years, about 26 % of the target population. We are still awaiting data on the success of the catch up campaign from Public Health England.
- 2.7.5 In light of these challenges outlined above, a Sutton and Merton Childhood Immunisation Task Group was established between May-December 2013 led by Public Health and the NHS England-London (Merton) immunisation coordinator, this included developing and monitoring an action plan with key areas for action:
- Establishing a Merton borough focus
 - Improving uptake and access
 - Improving data systems
 - Improving awareness –including via schools and nurseries
 - Supporting the London catch-up campaign
 - Identifying vulnerable groups
 - Identifying local roles in supporting development of an outbreak plan
- 2.7.6 The Local Authority has an assurance role via the Director of Public Health and from 2014 it has been proposed that a Strategic Group for immunisation in Sutton and Merton is established to maintain local oversight on improving immunisation coverage towards the WHO target of 95% for children and adults.

School Years

2.8 The Healthy Child Programme and School Nursing

- 2.8.1 The Healthy Child Programme: from 5-19 years (DCSF 2009) sets out the recommended framework of universal and progressive services for children and young people to promote optimal health and wellbeing, bringing together a wide range of programmes and interventions, it recommends how health, education and other partners working together across a range of settings can significantly enhance a child or young person's life chances.

- 2.8.2 In 2012 the Government published 'Getting it right for children, young people and families: maximising the contribution of the school nursing team: vision and call to action'. This sets out a new model for School Nursing Services, based on a service that is visible, accessible, confidential, which delivers universal public health and ensures that there is early help and advice available to young people when they need it.
- 2.8.3 From April 2013 the Merton Council is responsible for child health 5-19, this includes commissioning School Nursing Services and the National Child Measurement Programme. Services are provided by locally by Sutton and Merton Community Services and delivered by a borough based team of approximately 10 whole time equivalent staff who deliver preventative work, the National Child Measurement Programme, support for individual children and safeguarding. Nearly every school in Merton has a named nurse and all secondary schools are offered weekly drop in sessions.
- 2.8.4 The service is part of an NHS block contract with the Royal Marsden NHS Trust, and the overall contract is managed by Merton CCG, with a formal agreement in place with LB Merton until at least March 2015. The 2013/14 specification for the School Nursing service was strengthened to reflect latest guidance on school nursing. A review of the service has been undertaken in order to inform service development and commissioning for 2014/15 and beyond. A range of recommendations for strengthening the service are under consideration and in early 2014 a National service specification will be released.

2.9 Healthy Weight:

- 2.9.1 In 2006 the National Child Measurement Programme was introduced to measure the height and weight of all children by the time they reach 5 and 11 years old (Reception and Year 6), year on year. It is clear that the levels of children who are overweight or obese are significant and the levels of overweight and obesity increase as children get older. Information locally confirms there is a link to deprivation, so that children of poorer households have a greater risk of being overweight or obese and are therefore at greater risk of certain diseases in later life such as diabetes, cancer, heart and liver diseases.
- 2.9.2 The National Child Measurement Programme results for 2012-13 were released in December and show:
- 9.0% of 5 year olds in Merton are classified as obese compared to 10.8% in London and 9.3% in England. This has reduced by 0.5% from 2011/12, and the overall trend is downwards from just over 12% in 2006/07.
 - 21.3% of 11 year olds in Merton are obese compared to 22.4% in London and 18.9% in England. This has increased by just under 1% from 2011/12, and the overall trend is upwards from just over 18% in 2006/07.
 - There is a 12.3% difference in the level of obesity between 5 year olds and 11 year olds. This difference has increased by over 6% since 2006/07, when there was a gap of just over 6% in 2006/7.
 - Looking at excess weight overall, over 21.2% (over 1 in 5) of 5 year olds are categorised as overweight or obese, which rises to 35% (over 1 third) of 10-11

year olds. There is an increase of nearly 14% in excess weight between 5 year olds and 11 year. This has reduced by 2.8% for 5 year olds and increased by 0.9% for 11 years olds since 2006/07.

- 2.9.3 Local data shows confirms the variation by area, with higher rates of obesity in more deprived wards, and that there is a difference by gender, with higher levels of obesity among boys. National data show that there is variation by ethnicity, with higher rates among Asian and Black ethnic groups.
- 2.9.4 The significant increase in levels of obesity between Reception and Year 6 children needs to be better understood and action taken with schools, particularly for children in Years 3-5, and with communities and families in order to start to reverse this trend.
- 2.9.5 There is no simple solution to the challenge of obesity. It is important that integrated and wide-ranging approaches involving national and local action should be adopted to help tackle the growing problem. Tackling obesity requires a multi-agency response across the life-course, including whole family approaches, promotion of healthy food choices, building physical activity into our day to day lives, safe open spaces, promoting walking and cycling, promoting the role of employers and business and personalised advice and support for individuals. The role of the local workforce in addressing healthy weight is crucial and includes promotion of healthy weight in pregnancy, promotion of breastfeeding, physical activity and healthy eating activity in Children's Centres, Schools and community settings, weight management support, and work with fast food businesses through a local 'Responsibility Deal'.
- 2.9.6 Merton has a targeted service for child weight management 'Alive N Kicking' (ANK) which aims to support and empower parents and children from 4-19 years old to adopt healthy eating practices, increase physical activity levels, reduce sedentary behaviour and build self esteem. A secondary aim is to contribute towards children improving their long term health through achieving and maintaining a healthy body weight. The 12 week programme is aimed children in Sutton and Merton aged between 4 and 19 years who are overweight plus their families. There is an education and behavioural change component to each session with the children taking part in at least 40 minutes physical activity per session.
- 2.9.7 Over the last contract period (July 2012 to March 2013) 52 families from Merton completed the programme (92 completers Sutton & Merton – exceeding target of 90 completers). 37 professionals attended a 'raising the issue of weight' training programme. This extended training programme provides advice on how to raise the issue of weight and provide general advice on appropriate lifestyle changes.
- 2.9.8 In light of the challenge of increasing levels of healthy weight among children and adults in Merton, current healthy weight initiatives will be reviewed against NICE guidance to assess how well best evidence is being applied locally, and healthy weight pathways will be developed. Local evidence will be reviewed including recent social marketing insight into healthy eating which focused on families with 1-5 year olds in east Merton. Healthy Weight services for children will be re-

commissioned for September 2014 and an options appraisal is currently being undertaken to identify the most cost effective commissioning arrangements.

2.10 Healthy Schools

- 2.10.1 Healthy Schools London was launched by the London Mayor in 2013 offering a framework for all schools to sign up to. This focuses on healthy eating, physical activity, emotional health and wellbeing, personal, health and social education as well as taking a whole school approach and engaging the wider community. Healthy Schools London has bronze, silver and gold levels, based on the level of activity and sustained progress in schools.
- 2.10.2 All schools in Merton are eligible for bronze status as they were all part of the former national Healthy Schools Programme. Discussions have taken place with two school clusters, Mitcham Central and Mitcham East, with a view to developing local programmes to promote healthy schools and engage parents. Building on, and enhancing, work already taking place in schools is a priority including training and curriculum support, peer approaches with children and young people. Potential areas of development include offering healthy weight programmes, supplementing the link between schools and sports clubs; increasing the number of schools achieving gold standard in the 'Merton School Sports Mark', healthy food programmes, smoking prevention and further support for emotional wellbeing.

Further details are available at: www.healthyschoolslondon.org.uk

Young People making healthy life choices

2.11 Teenage Pregnancy and substance misuse

- 2.11.1 Overall in Merton the under 18 conception rate is 27.6 per 1,000 (2011), which is below that of London and England, and represents a 45.9% reduction in teenage conceptions since 1998. Rates are not spread evenly and wards with the highest rates are Pollards Hill and Cricket Green. Local needs assessment carried out in 2013 indicated that young people say they are starting to have sex at a younger age and that there is a link between sexual activity and substance misuse. Findings also indicated that school lessons are a main source of sex and relationship education and that there is a lack of knowledge on where to get support and sexual health information.
- 2.11.2 Latest 2011/12 figures indicate that 138 young people accessed specialist substance misuse treatment services in Merton, which is an increase of 23% on the previous year. Of these, 67% began using substances under the age of 15. 56% of referrals for substance misuse come from the Youth Justice Service. There was a 23% increase in young people requiring treatment on the previous year. The profile of substance misuse and offending behaviour among young people is changing with poly substance misuse.

- 2.11.3 Drinking behaviour comparisons against similar boroughs shows that Merton has increasing percentages of high risk drinkers and higher than average rates for alcohol related admissions than other London Boroughs, although lower than the England average. Qualitative data from young people indicates a wide range of legal and illegal substances used by young people in Merton. From a sample of 80 young people 37.5% judged their use as problematic, highlighting current unmet need.
- 2.11.4 Merton has a well established Teenage Pregnancy and Substance Misuse Partnership with representation from Health Trusts, LBM, providers, voluntary sector and FE college. An action plan based on the top ten factors known to contribute to reducing teenage pregnancy has been developed and key priorities for 2013/14 include:
- Development of a new Teenage Pregnancy Strategy for Merton
 - Quarterly monitoring of TP/SM data recorded locally/nationally
 - Development of the 'Getting It On' sexual health website into other health related areas
 - Training for teachers and outside visitors in schools on Sex and Relationship Education/Drugs awareness education
 - Sex and relationship education/drugs awareness education provided to 'at risk' pupils
 - Multi-agency training on substance misuse/sex and relationship education to front-line staff.
 - Workshop sessions for parents/carers on drugs and alcohol/ sex and relationship education
 - Development of a young advisers TP/SM group.
 - Support development of Family Nurse Partnership across Merton.

2.12 Commissioned services for Young People

- 2.12.1 Commissioned services include the young people's sexual health service, 'Check it Out' which provides a targeted service for young people at greatest risk of poor sexual health outcomes and those least likely to access mainstream services. The service is delivered by Sutton and Merton Community Services .The service provides 'clinic in a box' sessions, 1 to 1 responsive sessions, targeted educational workshops and outreach work, a range of contraceptive methods, advice to all young people regardless of whether they are sexually active.
- 2.12.2 In 2012/13 in Merton the service has seen 721 young people in clinic in a box sessions at schools and colleges. Activity levels in Sutton remains considerably higher (1437) and needs to be addressed. Oral contraception and Condoms were mainly provided at these sessions along with Chlamydia / Gonorrhoea tests. A small number of referrals for GUM and TOP were also made. A small number of young people were offered contraceptive advise and treatment post termination in Merton. In Merton 21 1 to 1 responsive sessions were carried out with young people in comparison to 35 in Sutton. Gathering accurate data on all aspects of the service has been a challenge.

- 2.12.3 Young people's substance misuse services 'Catch 22' are commissioned to provide increasing substance misuse awareness, identification of needs and referrals, and providing treatment. This includes providing advice and training to services working with vulnerable people, delivery of education and workshops in schools, and colleges, providing specialist substance misuse treatment interventions (pharmacological, psychosocial, family, specialist harm reduction and referral to residential treatment), and providing support services for parents.
- 2.12.4 Catch 22's end of year performance for 2012/13 indicate that they have offered 35 advice and consultancy sessions to agencies and trained 64 professionals in substance misuse. They have carried out over 85 substance misuse workshops in schools over the course of the year and have offered advice and consultancy to over 200 parents and carers and delivered 20 workshops. In all, Catch22 have supported over 170 young people aged under 18 with an additional 51 18 to 24 year olds supported (8 of whom were referred on to adult services).
- 2.12.5 A recent evaluation of both services identified a range of strengths but also areas for improvement, which are being addressed. Contracts for both services are being extended and future commissioning arrangements are being developed to ensure a continued focus on good sexual health and reduced substance misuse among young people.

2.13 Next Steps

- 2.13.1 This report has provided an overview and update on current public health activity on prevention and early intervention for children and young people. The current changes to commissioning arrangements resulted in the need to review services and commissioning arrangements to ensure that going forward services are meeting local needs and addressing health inequalities for children and young people.
- 2.13.2 There are a number of challenges, including financial pressures; workforce recruitment for some services; developing new systems, information sharing and the timescales for re-commissioning services. However, the transfer of responsibility for public health functions to the Local Authority provides important opportunities to build on and strengthen the Council's approach improving health and tackling health inequalities, working in partnership with the Children's Trust Board and health partners in the NHS, Community and Voluntary sector.

3. ALTERNATIVE OPTIONS

None

4. CONSULTATION UNDERTAKEN OR PROPOSED

None

5. TIMETABLE

6. FINANCIAL OR RESOURCE IMPLICATIONS

6.1 The Merton Public Health Grant for Merton is £8,940,600 for 2013/14. The Director of Public Health is accountable for the Grant.

7. LEGAL AND STATUTORY IMPLICATIONS

None

8. HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

None

9. CHILDREN & YOUNG PEOPLE'S PLAN IMPLICATIONS

9.1 The activities identified in this report will contribute to delivery of priorities for prevention and early intervention.

10. RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

None

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

APPENDIX 1: Draft key findings: joint strategic needs assessment 2013/14 children young people and maternal health -slides

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DRAFT Merton JSNA 2013/14

Children, Young People and Maternal
Health: draft headlines 15/11/13

Julia Groom, Consultant in Public Health

What is the JSNA?

- It is the 'Big Picture' in terms of the health and wellbeing needs and inequalities for the whole of the local community
- Provides information to guide Local Authority and CCG commissioning of priority services

www.mertonjsna.org.uk

www.merton.gov.uk

The Health and Wellbeing of the People of Merton
(Joint Strategic Needs Assessment)

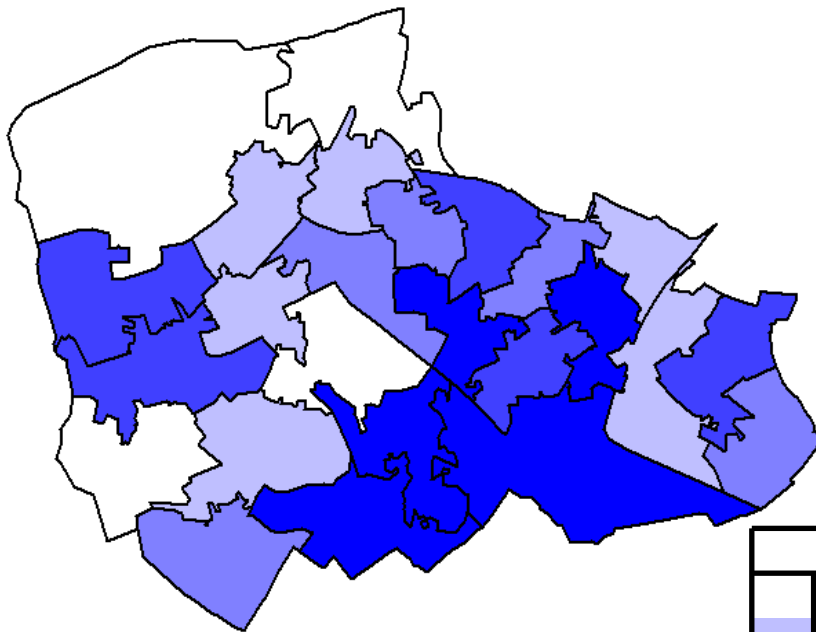


Health Inequalities

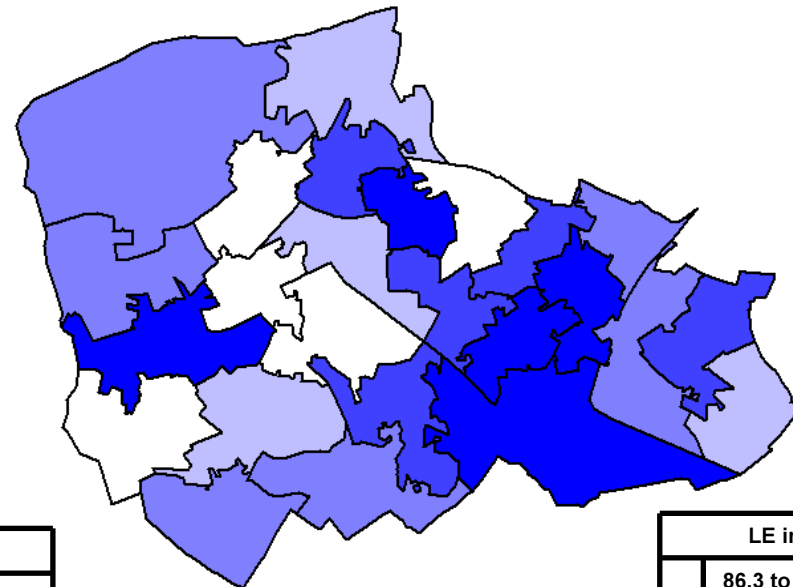
- Significant difference in life expectancy between different communities within Merton at ward and neighbourhood level
 - For men 9 years - no change (71.6 in Ravensbury to 84.8 in Wimbledon)
 - For women 13 years – increase of 2 years from 2005-09 (79.5 in Figge’s March to 92 years in Hillside)

Male Life Expectancy at birth by small area , 2006-10

Female Life Expectancy at birth by small area, 2006-10



LE in Years	
(Lightest blue)	83.0 to 84.6
(Light blue)	81.5 to 82.9
(Medium-light blue)	80.1 to 81.4
(Medium blue)	78.9 to 80.0
(Darkest blue)	76.3 to 78.8



LE in Years	
(Lightest blue)	86.3 to 91.9
(Light blue)	84.8 to 86.2
(Medium-light blue)	84.0 to 84.7
(Medium blue)	82.6 to 83.9
(Darkest blue)	80.3 to 82.5

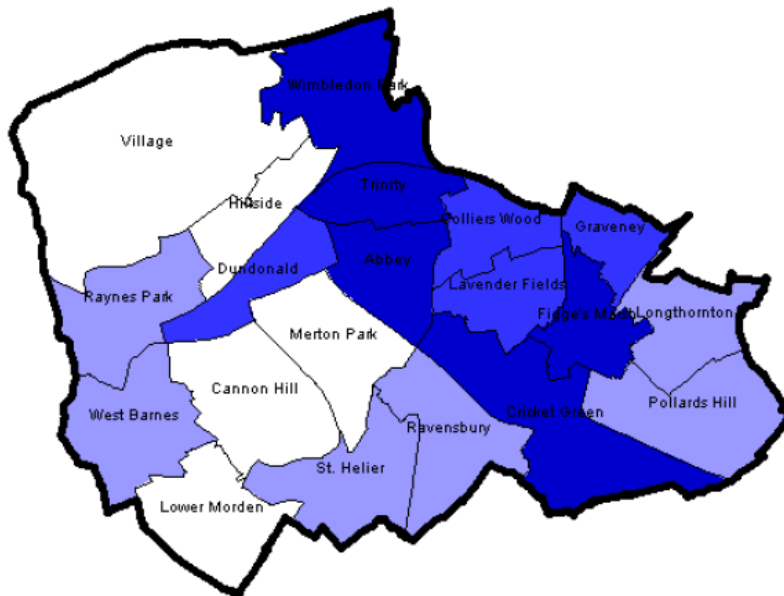
Maternal Health

- Around 3,500 births each year, 40% increase since 2002
- Babies born with low birth weight and deaths in the first year of life are lower than for London
- More are breastfeeding than nationally
- Smoking at time of delivery similar to London and lower than England

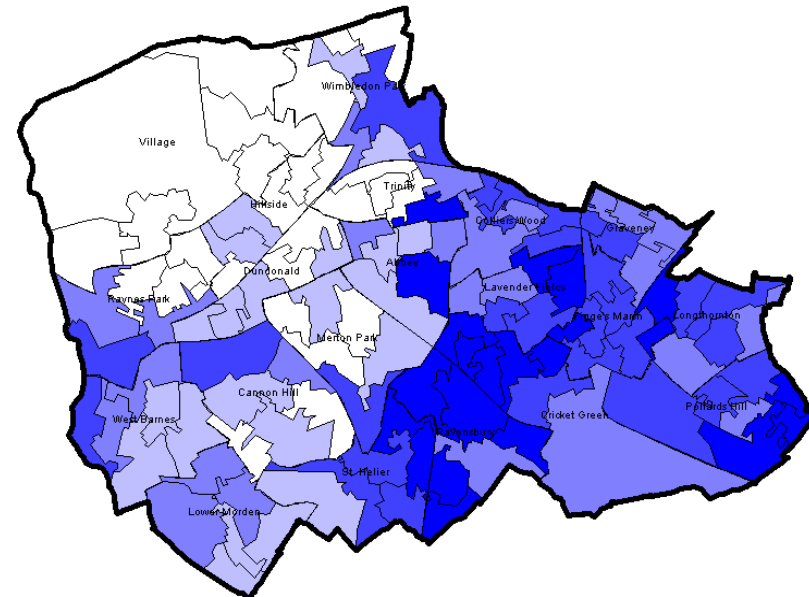
BUT...variations in LBW and breastfeeding by area and ethnicity, higher rate of delivery by caesarean section than nationally

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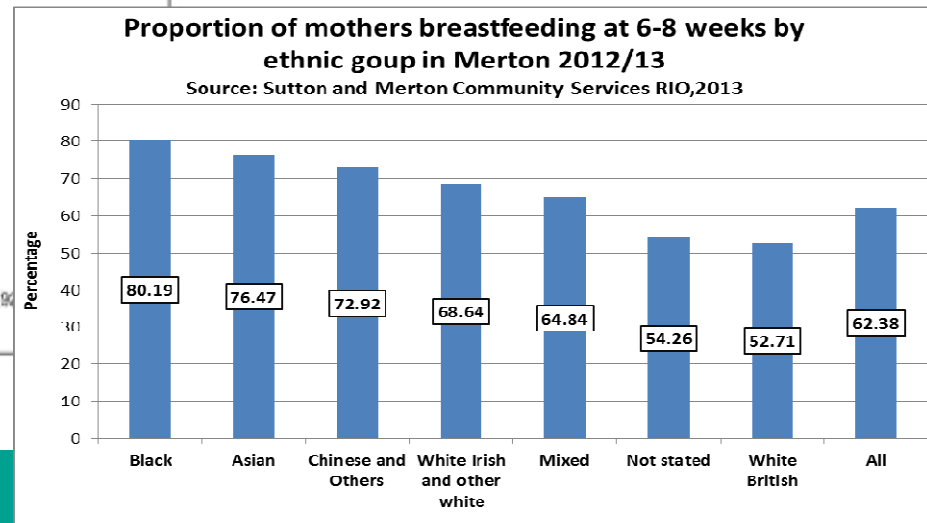
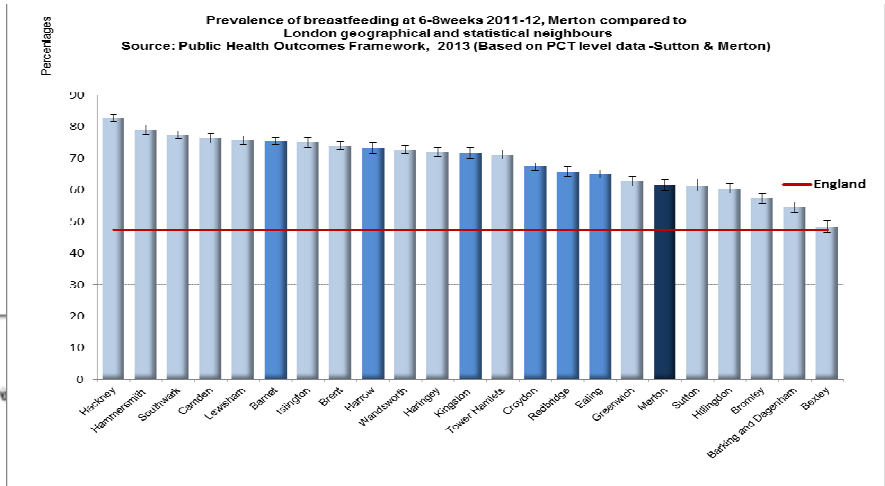
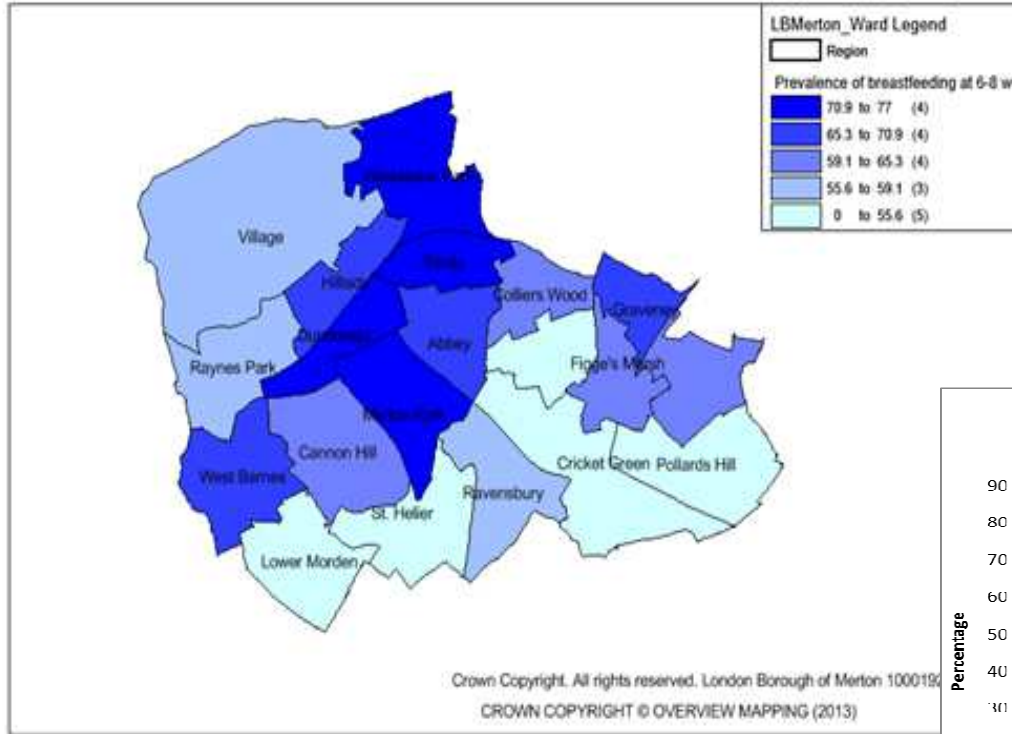
Live births in Merton by ward, 2011



Income Deprivation Affecting Children Index 2010



Breastfeeding



Commissioning Implications:

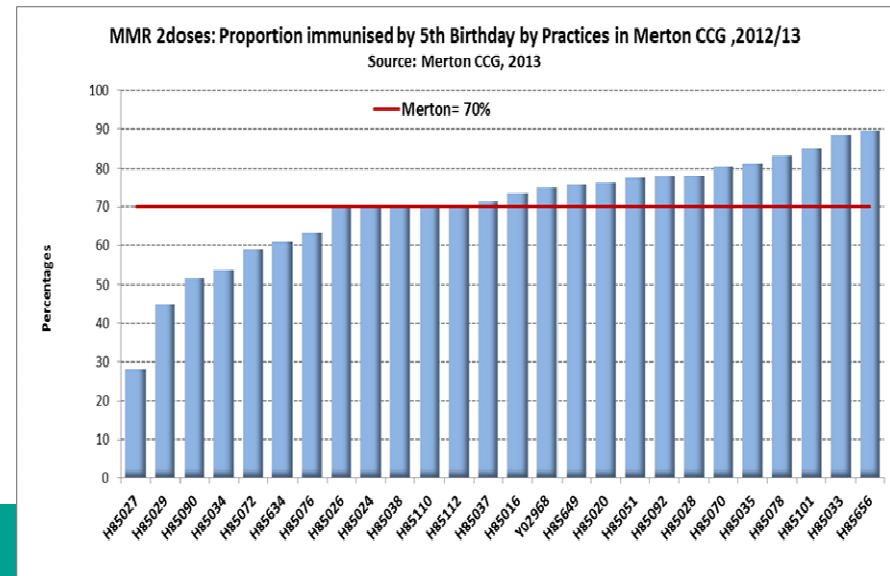
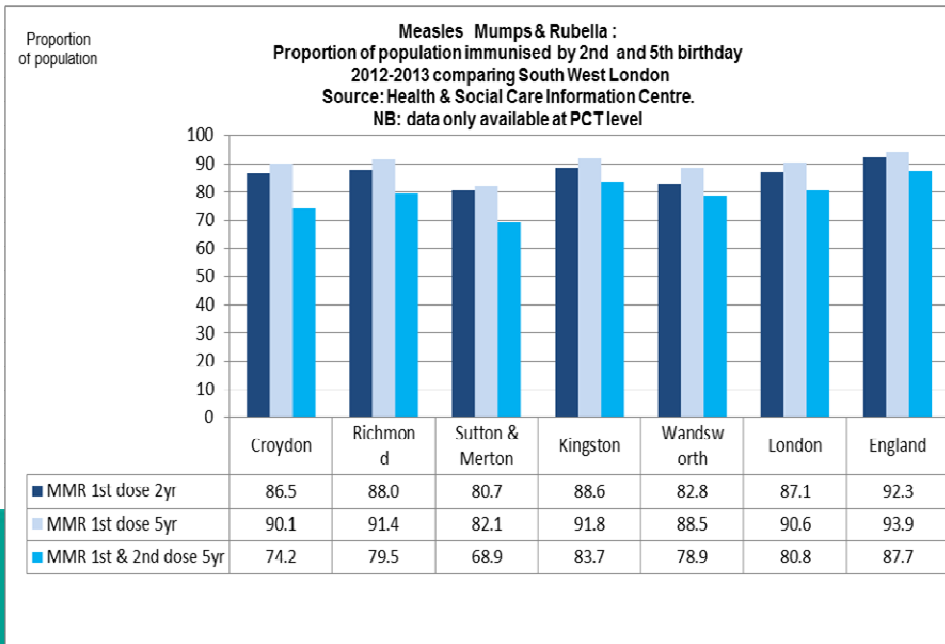
Measures to Improve maternal health and further reduce infant mortality and low birth weight:

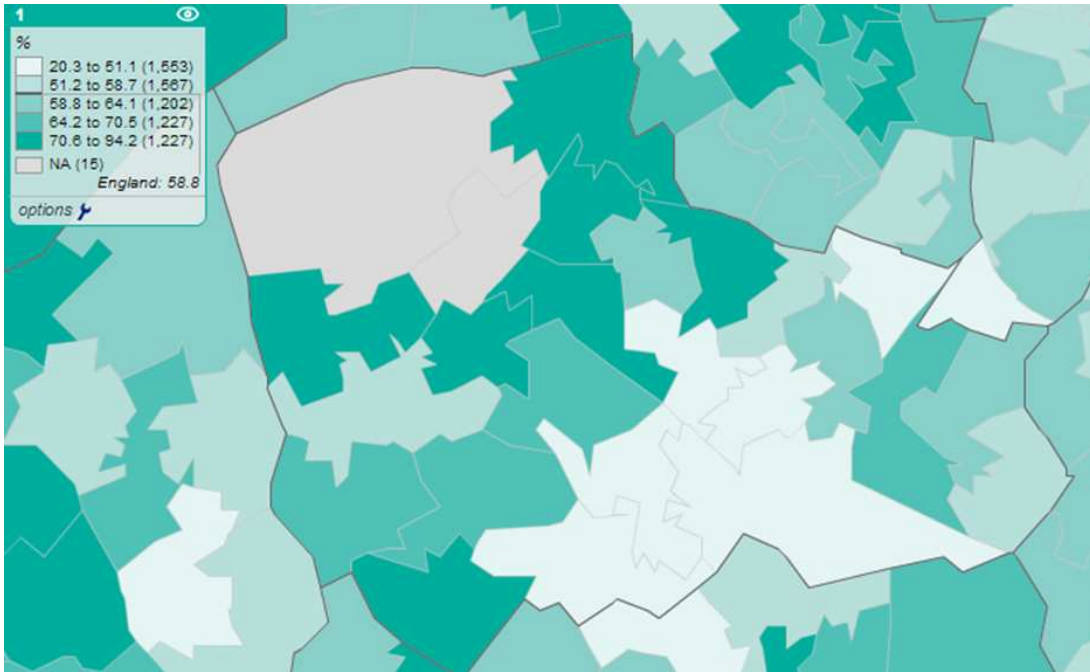
- Improve access to maternity care ensuring pregnant women are assessed before 13 weeks of pregnancy and support during the first year of life, particularly in disadvantaged areas and among Black and Minority Ethnic groups.
- Reduce maternal obesity; improving nutrition and access to affordable healthy food;
- Improve breastfeeding rates, targeted particularly within more disadvantaged areas
- Further reduce smoking in pregnancy
- Prevent teenage pregnancy and supporting teenage parents
- Improve housing conditions, especially for children in disadvantaged areas
- Develop culturally sensitive care for women and families

Early Years 0-4

- 15,000 0-4 year olds - expected to rise by nearly 800 by 2017
- More children achieve a good level of development at age 5 than London and England BUT..
- Variation in development at age 5 by area
- Estimated 30% of 5 year olds have tooth decay – increased by over 6% since 2009
- Levels of Childhood Immunisation lower than London and England – variation by GP practice
- Need to drive forward improvements in childhood Immunisation coverage –WHO 95%
- Need to review oral health promotion for early years

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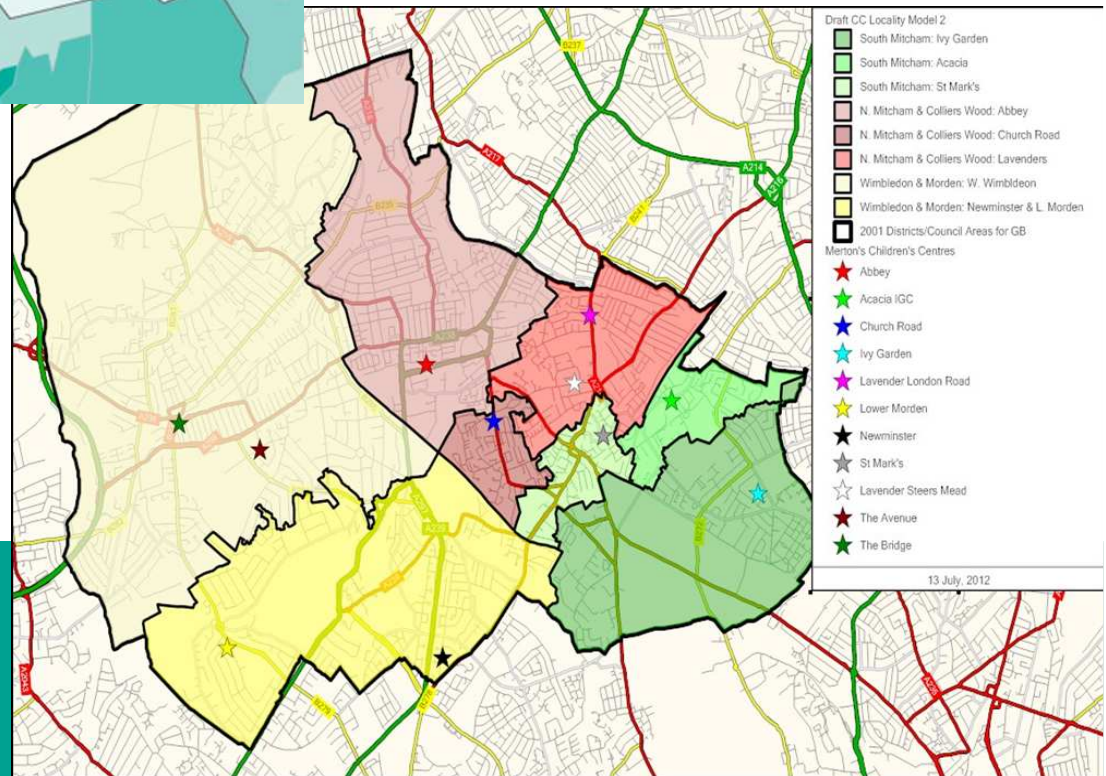




- Child Development at age 5, by MSOA, 2011
- 30% gap between highest and lowest achievers

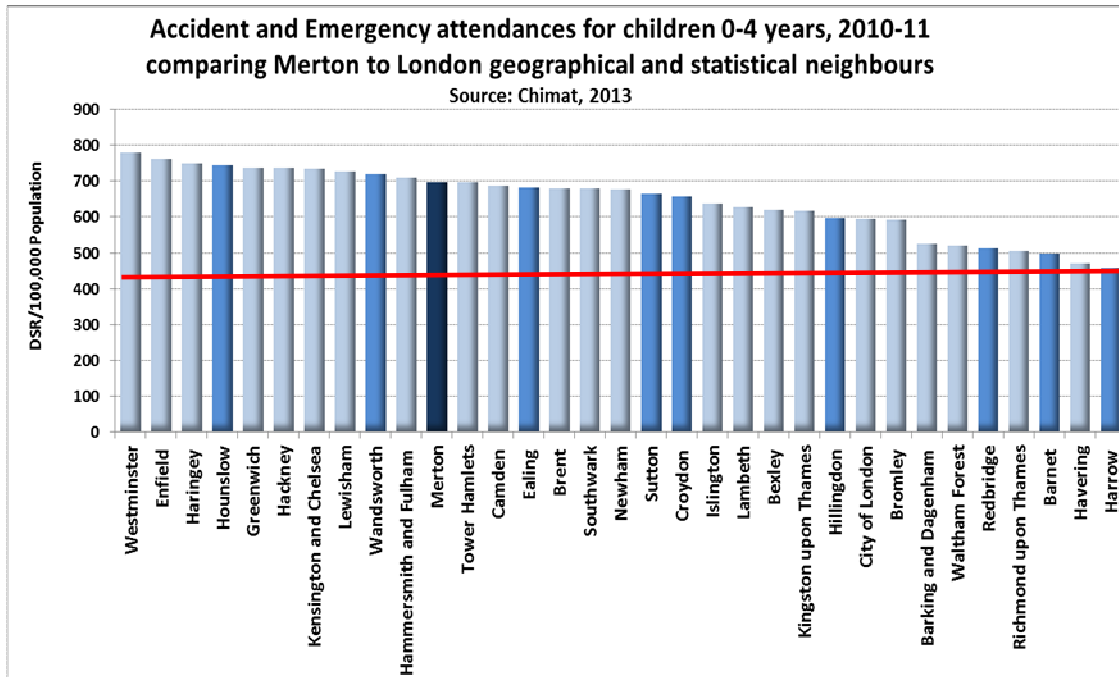
Merton Children's Centres Locality model

- Develop an outcomes model of commissioning for Early Years, underpinned by strong data systems.
- Develop Early Years intervention and prevention pathways, with clear referral routes for all partners.



A&E Attendances—under 5s

- Higher than England average, variation by GP practice



England —————

- Ensure that in majority of cases children with both acute and long term conditions are supported in the community as much as possible
- the local pathway for unplanned care underpinned by a consistent model of care for all organisations
- Review data on hospital attendances for children age 0-17, including a focus on 0-4 age group, review progress on local initiatives

Children and Young People

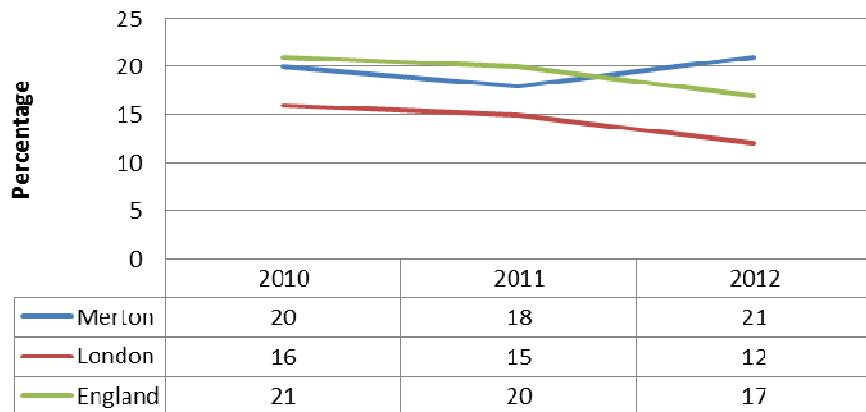
- 32,500 children and young people aged 5-19 –expected to rise by 1/5 by 2021
- Overall fewer children living in poverty
- Educational attainment improving more rapidly than 90% of LAs at Primary and 86% of LAs at Secondary level

BUT...

- Need to continue to address family poverty in east of the borough and narrow the gap in educational attainment

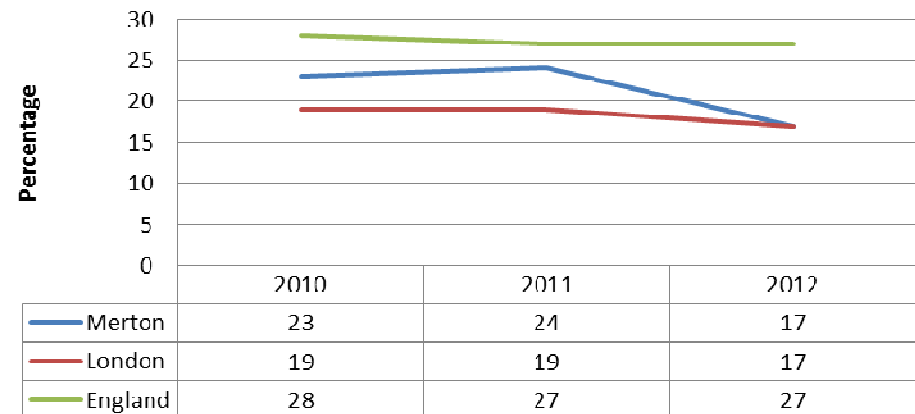
Attainment gap between Y6 pupils eligible for free school meals and their peers: Level 4+ KS2 including English and Maths

Source: DfE Dec 2012

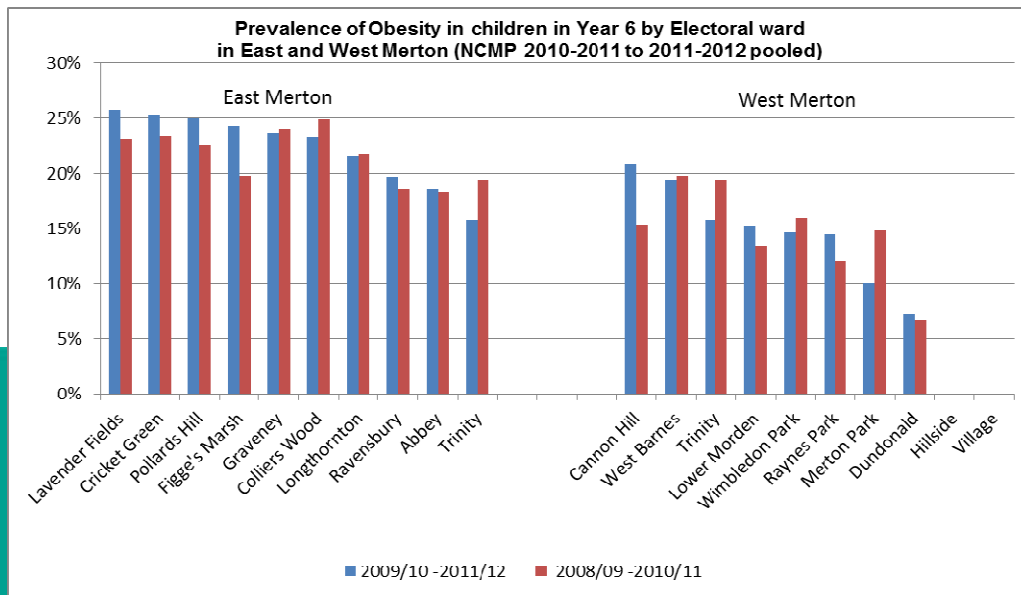
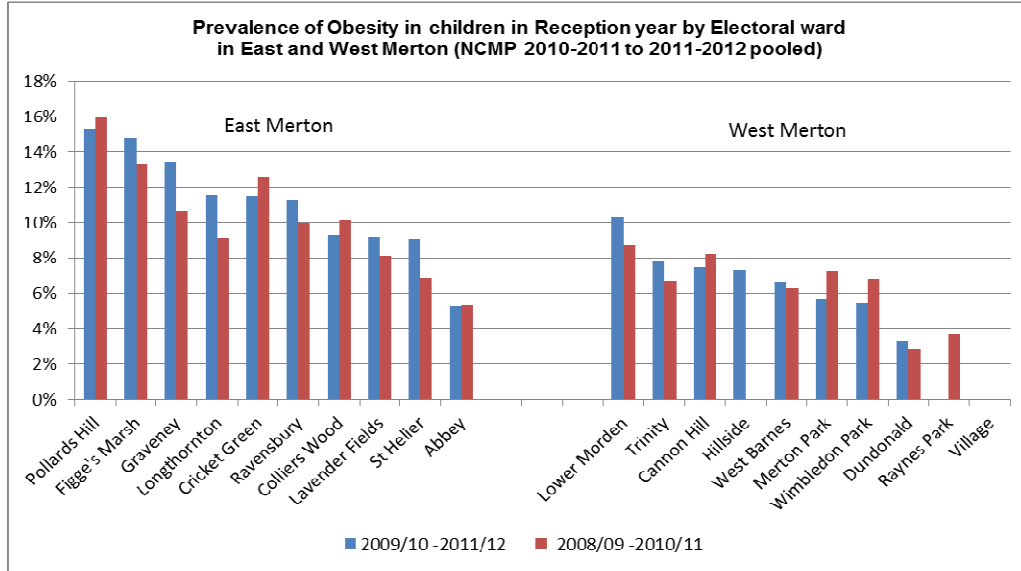


Attainment gap between Y11 pupils eligible for free school meals and their peers: 5 or more A*-C GCSEs including English and Maths

Source: DfE Dec 2012



Inequalities in Obesity by age and area



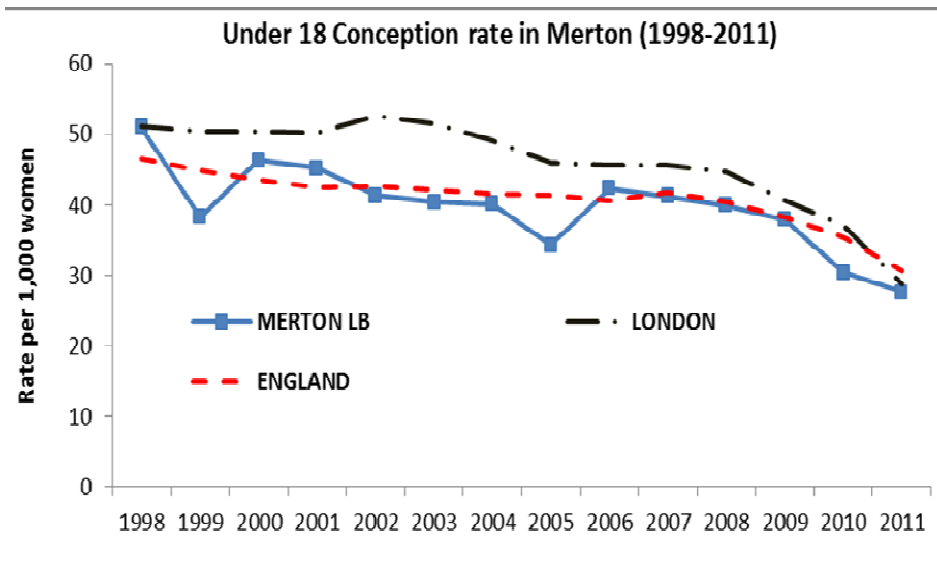
- Develop a sustainable, community-wide, multi-agency approach to increasing levels of healthy weight for children young people and their families – NICE evidence.
- Target of resources in areas with children with higher levels of excess weight.
- Develop local obesity pathways for children and young people
- Re-commission Weight Management services for children and young people, including an increased focus on prevention.

Young People

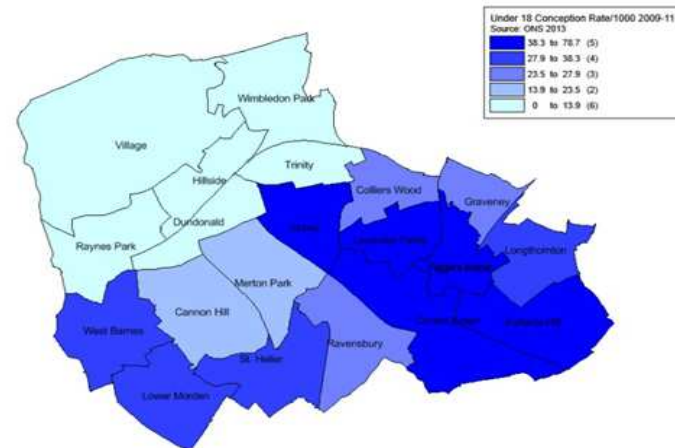
- Teenage pregnancy rates have reduced significantly over the past 10 years
- Hospital admissions due to drugs misuse (15-24 years) and for injury (under 18s) are lower than London and England
- Hospital admissions for under 18 year olds as the result of self harm are lower than London and England

BUT...

Teenage pregnancies higher in east of the borough; hospital admissions for alcohol are higher than London; there has been increase in under 18s presenting for treatment for substance misuse.



Under 18 conception rates, 2009-2011, by electoral ward.
Source: Office for National Statistics. 2013



Commissioning Implications

Teenage pregnancy:

- improve access to contraceptive services, condoms, emergency contraception and STI testing for young people.
- Improved training for front-line professionals on talking to children, young people and parents about sensitive issues
- need to further integrate sexual health activities with substance misuse prevention

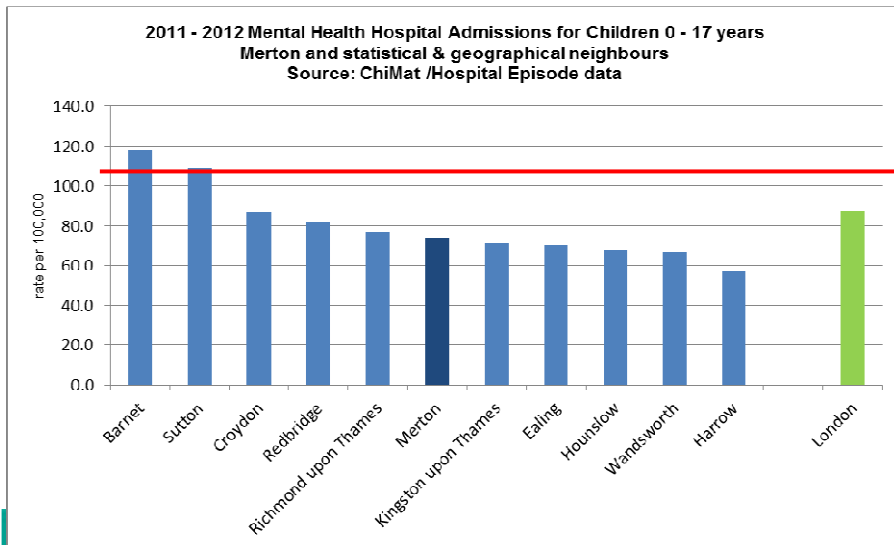
Substance misuse:

- strengthen preventive support – including drugs and alcohol
- Work with schools and youth settings
- increasing training to improve early identification and increase referrals to specialist services.

Vulnerable CYP

- By 2021 expect a 20% increase in children born each year with future special needs – in line with increase in births
- Increase in the number of children with statements of Special Educational Needs with Autistic Spectrum Disorder over the past 3 years – ¼ of all Statements
- Admissions for mental health conditions is lower than London and England, number of CYP accessing Tier 3 CAMHS is lower than estimated prevalence of mental health conditions

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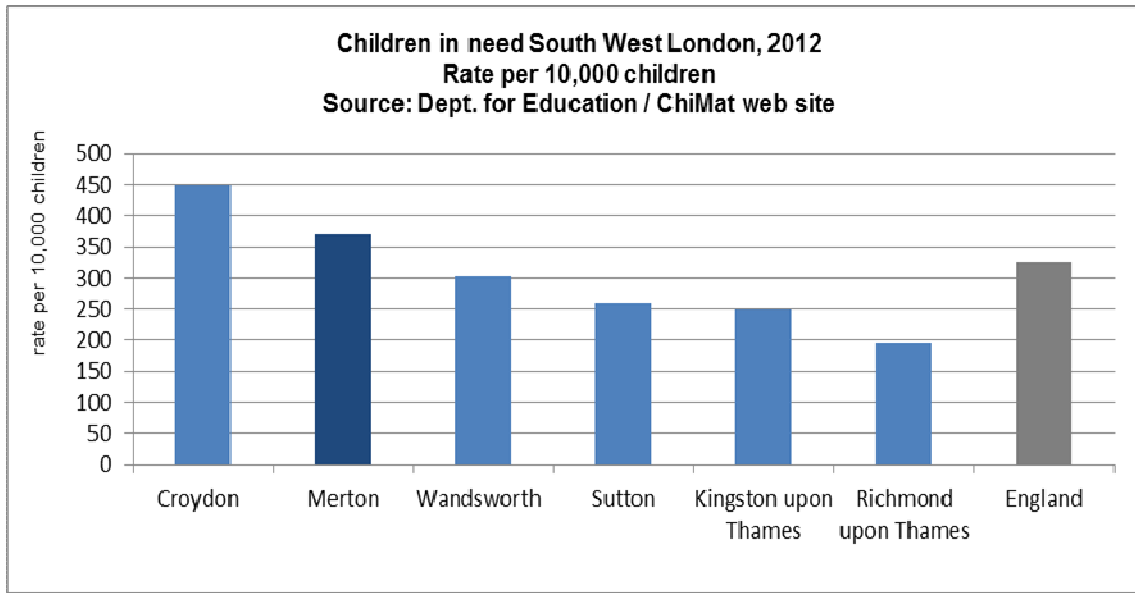
Estimated number of children with a mental health problem appropriate for CAMHS response. Source: ChiMat

	% of Children (17 and under)	Merton (ONS mid-year estimates 2012)
Tier 1 - CAMHS	15.00%	6,670
Tier 2 - CAMHS	7.50%	3,115
Tier 3 - CAMHS	2.50%	825
Tier 4 - CAMHS	0.50%	222

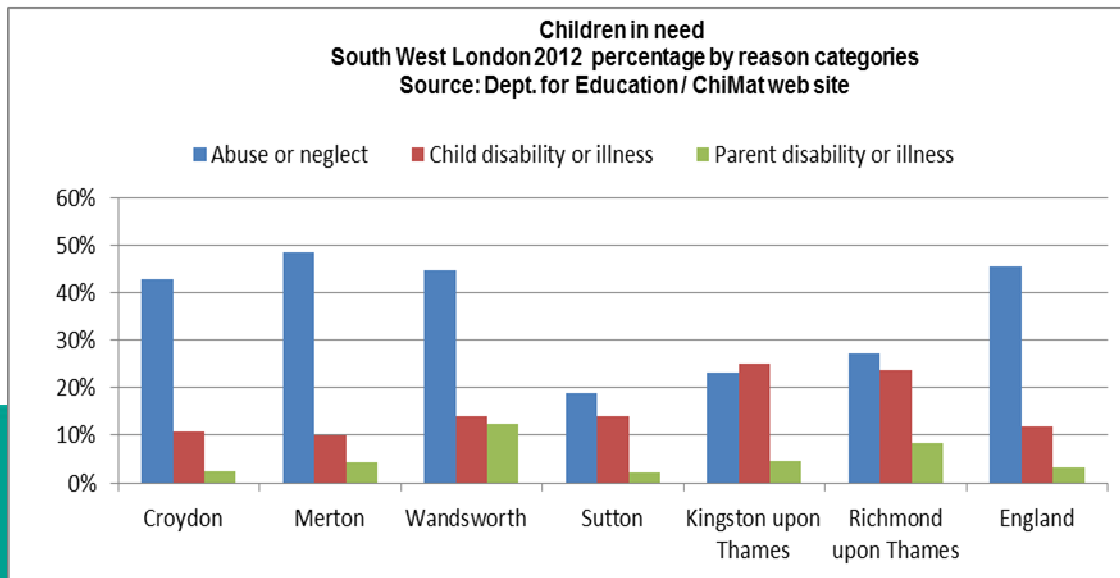
England



Children in Need



- Nationally and in Merton there has been an increase in children in need, children in care and on a child protection plan
- There has been an increase in the number of Looked After Children (LAC)



Commissioning Implications

- Understanding impact increasing numbers of LBW babies on demand for services
- Needs Assessment of mental health and wellbeing and Review of CAMHS
- Develop an autism pathway for CYP linked to the autism strategy
- Ensure children with long term conditions are supported to access the full curriculum in schools and have smooth transitions to adult services
- Ensure effective pathways across services to ensure access and intervention for CYP on threshold of care
- Consider impact on health services of increasing numbers of LAC

Next Steps

- JSNA is ‘process not a product’
- Circulate draft for further discussion with commissioners
- Present draft to HWBB January
- Updated version on-line by March 2014
- Rolling programme of updates

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Committee: Children and Young People Overview and Scrutiny Panel

Date: January 14th 2014

Agenda item: 6

Wards:

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

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

Lead members: Cllr Maxi Martin, Cllr Martin Whelton

Forward Plan reference number: N/A

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

Recommendations:

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

1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

1.1. The report provides members of the panel with information on key developments affecting Children, Schools and Families Department since the panel's last update report in November 2013.

2 DETAILS

2.1 During 2013, a number of key changes were made to social care arrangements in Merton. Members of the CYP Panel received reports on adjustments to the overarching Child and Young Person Wellbeing Model through which children with additional needs in the borough are identified and supported and on the establishment of Merton's Multi Agency Safeguarding Hub (MASH), designed to improve information sharing and multi agency planning for children at risk. Officers also reported on major restructuring of the CSF Department's children's social care services. These changes were designed to further improve services to vulnerable children and had significant implications for a wide range of children's services agencies in Merton.

2.2 In autumn 2013 a planned review of these structural and procedural changes was initiated by officers. This review examined data on work volumes and 'flow' and also involved consultation with staff and partner agencies. A key area of concern for staff was the volume of 'single assessments' being undertaken following referrals made to the MASH – this workload, spread across workers in a number of social work teams, was seen to be preventing social work staff from completing other, equally important, work. Consultation with partner agencies, including schools, demonstrated that they very much valued early support from social work staff in managing concerns about children at a lower level of need than would trigger child protection or children in need procedures. As a result of these findings, further changes have been made. The distribution of social work staff has been altered to enable a specialist 'single assessment' function to be established – performance in completion of these assessments has already improved as shown in the separate performance report. Social work staff in the

two 'enhanced level' teams are no longer undertaking 'single assessments' thus enabling more advice, guidance and consultation to be provided to schools, early years settings and other children's services agencies.

- 2.3 Officers in CSF department are currently working with corporate colleagues on the procurement and implementation of a new social care information system to support the casework function in both CSF department and adult social care. In simple terms a comprehensive electronic system is required to enable caseworkers to maintain a detailed record of their work with clients; managers to supervise work appropriately and data to be readily available for internal management purposes and for the submission of external, statutory returns. As requirements have evolved significantly since the establishment of our current system many years ago, a re-procurement process is currently underway. The system will need to be user friendly and enable other functionality including client specific financial processes. Following the procurement phase, training and proceduralisation will be required to ensure consistency and compliance.
- 2.4 Following the publication of national validated Key Stage 2 results, officers have been able to analyse Merton schools' results against national benchmarks. In terms of the headline indicators relating to achievement and progress in reading, writing and mathematics, Merton schools' performance is above national average in all measures with a greater level of improvement from 2012-2013 seen in Merton than was achieved nationally. Progress is also being made in narrowing attainment and progress gaps for disadvantaged pupils. No Merton primary school failed to achieve the nationally set – and rising – 'floor' targets for Key Stage 2 attainment and progress.
- 2.5 As at December 2013, 85% of Merton's schools were rated good or better by Ofsted. This is in line with London averages and compares well with the national figure (as at August 2013) of 78%. Since the panel's last meeting, St Matthews primary school has retained its Ofsted rating of 'good'. One of Merton's primary schools rated as 'requiring improvement', Benedict school, formally transferred to Academy status on January 1st 2014 and plans for the academisation of Garden school are also progressing.
- 2.6 Members of the panel have been kept informed of the delay in implementing the proposed expansion of Dundonald primary school. As a result of a number of complex legal issues this proposal has been the most difficult of the 21 additional forms of entry (FE) either delivered to date or in planning. At its meeting in December 2013, however, Cabinet was informed that the longstanding objection to the proposal by Sport England had been withdrawn and decided to proceed with the land appropriation necessary for the expansion scheme. It also decided to proceed with the permanent alteration of the school from 1 to 2 FE following statutory consultation. The scheme will now proceed, albeit still subject to possible Judicial Review.
- 2.7 Some time ago, the DfE published a report on free school meals registration. Merton was identified as a Local Authority with a significant under-registration rate for free meals - 27% of those entitled in Merton are not registered compared to a national average of 14%. Work is now being undertaken with schools which aims to increase registration rates and take up of free meals.

This work – including providing schools with data to inform their own efforts to increase registration and reviewing universal and targeted marketing strategies - should not only promote the wellbeing of individual pupils but also result in increased pupil premium income for schools. Officers are also anticipating guidance from central government on the implementation of policy announced in autumn 2013 to provide free meals to all pupils in reception and years one and two classes. Although capital allocations to support this policy have been announced, further detail on implementation remains outstanding.

- 2.8 In the update report to panel in November 2013, members were informed of the disappointing outcome of a CQC review of transitions arrangements for young people with complex health needs. Since then, council officers have worked with NHS colleagues to establish a new transitions ‘pathway’ to ensure improved planning and resource allocation for this group. A review of current ‘tripartite’ funding arrangements – in respect of health, social care and education needs - is also being undertaken. These new arrangements will be temporary while partners consider how best to implement the radical changes to the way in which agencies work with children and young adults with SEN and disabilities outlined in the Children and Families Bill. Current progress in planning for implementation of this new legislation is summarised in a separate report to this evening’s CYP panel.
- 2.9 Merton’s work to support children at risk of sexual exploitation has been marked recently by winning the 2013 London Safeguarding Children award sponsored by London Councils.

3 ALTERNATIVE OPTIONS

- 3.1. None for the purposes of this report.

4 CONSULTATION UNDERTAKEN OR PROPOSED

- 4.1. None for the purposes of this report.

5 TIMETABLE

- 5.1. N/A

6 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

- 6.1. No specific implications.

7 LEGAL AND STATUTORY IMPLICATIONS

- 7.1. No specific implications.

8 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

- 8.1. No specific implications.

9 CRIME AND DISORDER IMPLICATIONS

9.1. No specific implications.

10 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

10.1. No specific implications.

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

- N/A

12 BACKGROUND PAPERS

12.1. None

Committee: Children and Young People Overview and Scrutiny Panel

Date: 14 January 2014

Agenda item: 7

Wards: All wards

Subject: Performance monitoring

Lead officer: Paul Ballatt, Head of Commissioning, Strategy and Performance, Children Schools and Families (020 8545 4066)

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

Forward Plan reference number: n/a

Contact officer: Naheed Chaudhry, Service Manager Policy, Planning and Performance.
Email: naheed.chaudhry@merton.gov.uk; Tel: 020 8545 4090

Recommendations:

A. That the Children and Young People's Overview and Scrutiny Panel notes the current level of performance as at November 2013 for the reporting year 2013-14.

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

1.1. To provide the Children and Young People's Overview and Scrutiny Panel (CYP panel) with a regular update on the performance of the Children, Schools and Families Department and key partners. Data provided is as at the end of November 2013, as at the point of publishing this report the December 2013 data had not yet been validated.

2. DETAILS

2.1. At the Children and Young People Scrutiny Panel meeting on 5th June 2007 it was agreed that the Children Schools and Families department would submit a regular performance report on a range of key performance indicators. This performance monitoring report would act as a 'health check' for the Panel and would be over and above the more detailed performance reports scheduled to be received by the Panel which relate to specific areas of activities such as the annual Schools Standards report, safeguarding performance report etc.

2.2. Appendix one presents the performance framework for 2013 -14. Comments are provided below on exception only for those indicators reporting as Red or Amber.

2.3. Children's Social Care

2.4. **Line 2 Percentage of Single Assessments completed within the statutory 45 days (Year to Date) – Red.**

2.5. 70% of Single Assessments have been completed on time since April 2013, this equates to 531 of 763. There has been an improvement in performance following a review and management action taken in October 2013. All Single Assessments are now completed by the First Response team in the MASH. In November 90% (43 of 49) of all Single Assessments undertaken were completed on time, further demonstrating a significant improvement in performance and the impact of action taken. National comparator data will not be available until the next DfE Children in

Need (CIN 2013/14) census which will be published following a year end statutory return in July 2014.

2.6. **Line 5 Percentage of Children with Child Protection Plans visits due completed on time – Red.**

2.7. 83% of children subject of a Child Protection Plan were visited within timescale. A proportion of missed visits were attributed to performance deficits involving a small number of social workers. Senior management action has been taken to clear past visits and implement improvements in the future. The other missed visits were caused by a variety of factors including parental and family non-compliance - eg obstructing social workers access to children and refusing to meet social workers. Benchmarking data on child protection plan visits is not published.

2.8. **Line 6 Percentage of children that became the subject of a Child Protection Plan for the Second or subsequent time (NI 65) – Red.**

2.9. 14% of children became subject to a child protection plan for the second or subsequent time. This is in line with the national average of 14.9% (CIN 2012/13 data). The current figure is mainly due to six sibling groups becoming subject to a child protection plan for the second or subsequent time with 17 of the 22 children accounted for in these six sibling groups.

2.10. **Line 12 Stability of placements of Children in Care (length of placement) – Amber.**

2.11. This length of placement indicator refers to a small cohort of children, specifically only those children who have been in care for more than 2 and a half years (912 days or more) and who have been in a single placement for 2 years (730 days or more).

2.12. At the end of November 2013, 68% of relevant children had been in a single stable placement lasting 730 days or more. There were various reasons for placement disruptions, including planned placement changes such as “moving into independent living”. This data is in line with the national benchmark of 68% (LAC 903 2011/12). National comparator data for 2012/13 has not yet been published by the DfE.

3. ALTERNATIVE OPTIONS

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

4. CONSULTATION UNDERTAKEN OR PROPOSED

4.1. The Panel has agreed to consider the make-up of the performance report on an annual basis.

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

- Appendix 1: Performance framework 2013-14 (November 2013)

6. BACKGROUND PAPERS

6.1. None.

CYP Overview and Scrutiny Panel - Performance Index November 2013

No.	Performance Indicators	Frequency	Merton 2012-2013	Benchmark National Average 2012-2013	Benchmark London/SN	2013-14 target	Polarity	% Deviation	BRAG Rating (latest Outcome Period)	Apr-13	May-13	Jun-13 / Q1	Jul-13	Aug-13	Sep-13 / Q2	Oct-13	Nov-13	Dec-13 / Q3	Jan-14	Feb-14	Mar-14 / Q4	Notes
Children's Social Care																						
1	Number of CASA's	Quarterly	n/a	n/a	n/a	n/a	n/a	n/a	n/a			145			224							Quarterly (Time lag in collating CASAs from partner agencies)
2	% of Single Assessments completed within the statutory 45 days (Year to Date)	Monthly	n/a	n/a	n/a	90%	High	9%	Red	90%	74%	70%	65%	71%	68%	68%	70%					YTD
3	% of Children subject of a Child Protection Plan with an allocated Social Worker	Monthly	100%	not av	not av	100%	High	0%	Green	100%	100%	98%	100%	100%	100%	100%	100%					Monthly
4	% of reviews completed within timescale for Children with Child Protection Plans (NI 67)	Monthly	97%	not av	not av	100%	High	10%	Green	100%	100%	100%	100%	100%	94%	97%	97%					YTD
5	% of Children subject of a Child Protection Plan who had a 4 weekly CP visit in timescale (child seen)	Monthly	85%	not av	not av	95%	High	0%	Red	100%	92%	83%	77%	86%	80%	92%	83%					Monthly
6	% of Children that became the subject of a Child Protection Plan for the Second or subsequent time (NI 65)	Monthly	10.56%	not av	not av	10%	Low	10%	Red	0%	0%	0%	1%	15%	13%	15%	14%					Cumulative YTD
7	% of Children in Care with an allocated Social Worker	Monthly	100%	not av	not av	100%	High	0%	Green	100%	100%	100%	100%	99%	100%	100%	100%					YTD
8	Children in Care rate per 10,000	Monthly	32.6	not av	not av	n/a	n/a	n/a	n/a	31.55	33.56	36.67	36.89	36.44	36.67	37.55	36.00					End of the month snapshot
9	Number of children who ceased to be Looked After Children who were adopted	Monthly	8	not av	not av	12	High	8%	Green	0	0	1	2	4	4	4	4					Cumulative YTD
10	Number of agency special guardianship orders granted	Monthly		not av	not av				Green	0	0	1	1	1	2	2	3					
11	Stability of placements of Children in Care - number of moves (3 or more moves in the year) (NI 62)	Monthly	Awaiting Finalisation of the DIE SSDA 903	not av	not av	15%	Low	2%	Green	0%	0%	3%	4%	7%	9%	10%	9%					YTD
12	Stability of placements of Children in Care - length of placement (NI 63)	Monthly	Awaiting Finalisation of the DIE SSDA 903	not av	not av	75%	High	5%	Amber	60%	66%	71%	71%	75%	68%	71%	68%					End of the month snapshot
13	Children in Care cases which were reviewed within required timescales (NI 66)	Monthly	Awaiting Finalisation of the DIE SSDA 903	not av	not av	100%	High	10%	Green	100%	96%	95%	97%	95%	96%	95%	96%					YTD
14	% of Children in Care participating in their reviews in month	Monthly	Awaiting Finalisation of the DIE SSDA 903	not av	not av	90%	High	10%	Green	88%	96%	83%	91%	92%	93%	86%	88%					Monthly with Quarter YTD
15	Timeliness of adoption placements post best interest decision (NI 61)	Monthly	100%	not av	not av	n/a	n/a	n/a	n/a	n/a	n/a	0%	0%	25%	25%	25%	25%					YTD 3/4 adoptions outside 12 months decision to be placed
16	Rate of proven re-offending by young people in the youth justice system (NI 19)	Quarterly	1.2	not av	not av	1.1	n/a	n/a	n/a			1.18			1.20							Quarterly
17	First Time Entrants (FTEs) to the Youth Justice System aged 10-17 (Cumulative)	Monthly	77	not av	not av	96	Low	0%	Green	5	10	16	19	26	29	39	51					YTD
18	Young Offenders NEET rate (Not in Education, Employment or Training)	Quarterly	not av	not av	not av	n/a	n/a	n/a	n/a			3.2% 8cyp			Data not available							Quarterly
20	Youth Justice Caseload per worker	Quarterly	not av	not av	not av	n/a	n/a	n/a	n/a			12.33			10.62							Monthly
Education *For Attendance and Exclusion indicators the Merton 2012-2013 relates to academic year 2011-2012; National & London benchmarks may for previous academic years.																						
19	Youth service participation rate	Annual	1798	not av	not av	2,000	High	0%	n/a													Annual Measure
21	Secondary School Persistent absence (LA) 15% threshold	Annual	n/a	not av	not av	n/a	n/a	n/a	n/a													Annual Measure
22	Secondary persistent absenteeism (15% absence)	Annual	8.2%	7.4%	6.1%	n/a	n/a	n/a	n/a													Annual Measure
23	Secondary fixed term exclusions (percentage of pupils on roll)	Annual	11.89%	8.40%	8.36%	8%	Low	2%	n/a													Annual Measure
24	% of BAME Pupil Exclusions Fixed - Secondary	Annual	n/a	not av	not av	n/a	n/a	n/a	n/a													Annual Measure
25	Primary fixed term exclusions (percentage of pupils on roll)	Annual	0.64%	0.91%	0.75%	0.6%	Low	0.5%	n/a													Annual Measure
26	% of BAME Pupil Exclusions Fixed - Primary	Annual	n/a	not av	not av	n/a	n/a	n/a	n/a													Annual Measure
27	Secondary permanent exclusions (Number YTD Acad. Yr)	Monthly	12	4370	780	12	Low	4 children per quarter	Green	7	7	8	10	13	0	0	0					August End of Acad. Yr YTD (August data interim until November). September start of the new Acad. Yr.
28	Number/% of BAME Pupil Exclusions Permanent - Secondary	Annual	n/a	not av	not av	n/a	n/a	n/a	n/a													
29	Primary permanent exclusions (Number YTD Acad. Yr)	Monthly	0	610	60	0	Low	1 child	Green	0	0	0	0	0	0	0	0					August End of Acad. Yr YTD (August data interim until November). September start of the new Acad. Yr.
30	Number/% of BAME Pupil Exclusions Permanent - Primary	Annual	n/a	not av	not av	n/a	n/a	n/a	n/a													
31	Number of managed moves - Primary	Quarterly	4	not av	not av	n/a	n/a	n/a	n/a			0			0							Cumulative YTD Academic Year
32	All SEN statements issued in 26 weeks (without exceptions)	Monthly	98%	93%	90%	98%	High	2%	Green	100%	88%	94%	93%	94%	95%	96%	96%					Cumulative YTD Academic Year
33	All SEN statements issued in 26 weeks (with and without exceptions)	Monthly	92%	86%	79%	95%	High	5%	Green	100%	88%	88%	89%	90%	93%	92%	93%					Cumulative YTD Academic Year
34	Provision of Short Breaks - cumulative internal and commissioned services.	Quarterly	363	not av	not av	400	High	10%	n/a			528			Data not available							Cumulative YTD. Benchmarking year using new formula.
35	SEN Statements Issued	Quarterly	n/a	not av	not av	n/a	n/a	n/a	n/a			34			32							Cumulative YTD
36	% outcome of all Children Centre Ofsted inspections good or outstanding	Quarterly	100.0%	70%	77%	100%	High	0%	n/a			100%			100%							Cumulative YTD
37	% of total 0-5 year estimated ACORN estimated population from areas of deprivation (IDAC1 30%) whose families have accessed children's centre services	Quarterly	73.9%	not av	not av	18.8%	High	n/a	Green			37.8%			54.9%							Cumulative YTD
Road Accidents																						
38	CYP Road accidents - reported incidents Fatal/Serious/Slight	Annual	2012 (0 Fatal/ 9 Serious/ TBC Slight)	n/a	n/a	n/a	n/a	n/a	n/a													Calendar Year annual measure. 2013 data available circa April 2014.

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Children and Young People Work Programme 2013/14

This table sets out the Children and Young People Panel Work Programme for 2013/14 that was agreed by the Panel at its meeting on 4th July 2013. This Work Programme will be considered at every meeting of the Panel to enable it to respond to issues of concern and incorporate reviews or to comment upon pre-decision items ahead of their consideration by Cabinet/Council.

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

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

The Performance Monitoring Lead for 2013/14 is
The Budget and Business Plan Lead for 2013/14 is

Scrutiny Support

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

For more information about overview and scrutiny at LB Merton, please visit www.merton.gov.uk/scrutiny

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

Meeting Date – 4th July 2013

Main Item	Secondary Items	Information Items for Q+A
<p>Elected Member & Departmental Portfolio Priorities - Outlining the portfolio priorities of Cabinet Members and officers' service priorities for 2013-14</p>	<p>Home Office Peer Review (Gang Culture) – Update on the Home Office gang culture peer review programme and the impact that the initiative has had.</p> <p>Transforming Families – Report on developments and progress of the Transforming Families initiative in Merton</p>	<p>Update Report – Developments affecting CSF department since last scrutiny meeting</p> <p>Performance Report – Report on 'basket' of performance indicators selected by panel for ongoing monitoring</p> <p>Provision of Secondary School Places Task Group – progress update</p> <p>Work Programme discussion</p>

Meeting Date – 17th September 2013

Main Item	Secondary Items	Information Items for Q+A
<p>School Places – Progress in providing sufficient and suitable primary and special school places</p>	<p>Provision of Secondary School Places Task Group – Final report from the 2012-13 task group on the provision of secondary school places.</p> <p>Permanency and Adoption Update – An update on the permanency and adoption service following the recent Ofsted inspection</p> <p>School Leadership Succession Task Group – scoping report</p>	<p>Update Report – including Home Office Peer Review (Gang Culture) Action Plan / monitoring report.</p> <p>Performance Report</p> <p>Performance Monitoring – update on previous Task Group Reviews</p>

Meeting Date – 6th November 2013

Main Items (~90 mins)	Secondary Item	Information Items for Q+A
<p>Safeguarding – Progress report on safeguarding services</p> <p>Looked After Children – Progress report, including narrative on LAC achievement</p> <p>Early Intervention and Prevention – Update on strategy to increase the targeting and impact of Merton’s early intervention and prevention services</p>	<p>CSF Business Plan 2014-2018 Proposals – Discussion of budget/business plan with officers and section heads.</p>	<p>Update Report</p> <p>Performance Report</p>

Meeting Date – 14th January 2014

Main Item	Secondary Items	Information Items for Q+A
<p>CSF Budget Proposals – to include savings and growth proposals for 2014-15 and updates on service reviews/transformation projects</p>	<p>Children and Families Bill – Discussion of the implications of the national Children and Families Bill</p> <p>Children’s Health Services – Briefing Report.</p> <p>Transforming Families Progress Update – Update from Children’s Social Care on the status and impact so far of</p>	<p>Update Report</p> <p>Performance Report</p>

	the Transforming Families programme Children's Health Services -	
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Meeting Date – 11th February 2014

Main Item	Secondary Items	Information Items for Q+A
<p>School Standards – progress on raising attainment in Merton’s schools, and plans for the year ahead</p>	<p>Free School Meals – Report on the takeup of free school meals by eligible families.</p> <p>School Leadership Task Group – final report – final report of the Task Group examining School Leadership Succession Planning.</p>	<p>Update Report</p> <p>Performance Report</p>

Meeting Date – 29th April 2014

Main Item	Secondary Items	Information Items for Q+A
<p>Alternative Education – A report on the impact of the previous task group on alternative education.</p>	<p>Raising the Participation Age – Report on developments of the initiative to raise the participation age to 18.</p> <p>Early Years and Children’s Centres – Update on CSF’s programme to improve education provision for vulnerable children</p>	<p>Update Report</p> <p>Performance Report</p>

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