

Merton Council

Cabinet Agenda

Membership

Councillors:

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

Date: Monday 8 June 2015

Time: 7.15 pm

Venue:

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

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

Cabinet Agenda

8 June 2015

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Note on declarations of interest

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

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

CABINET

13 MAY 2015

(20.21 - 20.25)

PRESENT

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

Ged Curran (Chief Executive), Paul Evans (Assistant Director of Corporate Governance), Caroline Holland (Director of Corporate Services), John Hill (Head of Public Protection and Development), Simon Williams (Director of Community and Housing), and Chris Pedlow (Senior Democratic Services Officer).

1 APOLOGIES FOR ABSENCE (Agenda Item 1)

No apologies were received.

2 DECLARATIONS OF PECUNIARY INTEREST (Agenda Item 2)

No pecuniary declarations were made.

3 MINUTES OF THE PREVIOUS MEETING (Agenda Item 3)

That the Minutes of the meeting held on 9 March 2015 were agreed as a correct record

4 CONSTITUTION OF COMMITTEES (Agenda Item 4)

The Leader of the Council presented the report which sought approval for the establishment and appointment to bodies for which Cabinet has the responsibility to.

RESOLVED

That the Cabinet:

- A. agrees to appoint Councillor Andrew Judge and Councillor Judy Saunders, as members with Councillors Martin Whelton and Mark Allison the substitute members, for the South West London Joint Waste Management Committee
- B. agrees the term of reference for the South West London Joint Waste Management Committee as detailed in Appendix A to the report.
- C. agrees to appoint Councillor Nick Draper and Councillor Andrew Judge to the 'Along the Wandle Group'
- D. agrees to delegate to the Chief Executive the authority to fill vacancies on the bodies detailed at recommendations A and C on the nomination of the Party Whip of the group with a vacant position.

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Committee: Cabinet

Date: 8 June 2015

Wards: Colliers Wood

Subject: Colliers Wood Library Development

Lead officer: Simon Williams and Chris Lee

Lead member: Councillor Nick Draper

Contact officer: Anthony Hopkins

Recommendations:

1. That Cabinet agree that the existing lease of Donald Hope Library be surrendered and the Council take a new lease to develop the Cavendish House site to provide improved and efficient library facilities in the Colliers Wood area subject to final terms being agreed by the Director of Environment and Regeneration under his delegated authority.
 2. That Cabinet replace the existing capital scheme of £550,000 for Colliers Wood Library provision with a new scheme of £200,000.
 3. That Cabinet agree, subject to the authority of the Director of Environment and Regeneration, that a lease of temporary library facilities is taken on the main terms identified within the body of this report whilst the library site is developed.
-

1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1. This report provides recommendations on how library services can be improved in the Colliers Wood area whilst delivering ongoing efficiencies in the way services are provided.
- 1.2. The current library provision in Colliers Wood (Donald Hope Library) is leased from Urb Group Property Development. The lease is due to expire in May 2017. Since acquiring the building in May 2014 Urb Group have been actively seeking to develop the Cavendish House site in order to provide new and improved library facilities along with additional housing and retail accommodation.
- 1.3. The development proposal was approved at Planning Committee on 26 March 2015 subject to Section 106 obligation or any other enabling agreement. This report outlines the timeframes involved in the construction, what the new facilities will consist of and proposals for temporary library facilities during the interim.

2 DETAILS

- 2.1. Work is scheduled to begin on construction of the Cavendish House site in summer 2015. The new library facilities will be spread over 3 levels and will consist of significantly increased community facilities, improved floor space and services. The library will also have within it coffee shop facilities.

- 2.2. During the construction period, which is estimated to be up to two years, temporary library facilities are proposed to be hosted at Merton Vision's Guardian Centre for the Blind, Clarendon Road and within close proximity to the High Street (see Appendix 1). These library facilities will utilise existing Library Connect equipment (Merton's pop up library solution) to provide an efficient alternative to regular library facilities.
- 2.3. Following extensive negotiations with the developers refurbishment costs have been reduced from the original £550,000 included in the capital scheme to a revised scheme of £200,000. The floor space has also been increased to accommodate additional community space and coffee shop facilities. Both of these additions will provide improved facilities and act as additional income streams.
- 2.4. The development has significant support from the local community and the new library facilities have been consulted on at public meetings with further meetings scheduled shortly.
- 2.5. The main terms of the new lease include:
- a) Property. 536 sqm over three floors (lower ground, ground and upper ground) plus two car spaces (existing lease 409 sqm on ground floor plus four car spaces).
 - b) Term 25 years (existing lease expires in 2017).
 - c) Rent review at five year intervals (existing at five year intervals).
 - d) Repair. Council responsible for all repairs except to main structure (existing Council responsible for all repairs except to main structure).
 - e) Fit out. The new library will be fitted out to a specification that has been agreed, subject to funding and authority, with the Head of Library and Heritage Services and Facilities Management.
- 2.6. As stated within paragraph 2.2 the following main terms have been agreed subject to authority for temporary accommodation to be used during the redevelopment period. Public consultation has been undertaken on the proposed temporary library facilities and there are high levels of community support for the option proposed:
- a) Property. Approx. 120 sqm on ground floor with use of communal spaces including car parking.
 - b) Term. Rolling one year lease with three month mutual break.
 - c) Fit out to be completed by the Council.

3 ALTERNATIVE OPTIONS

3.1. Close the library

3.2. There is strong resident and member support to retain a library presence in the Colliers Wood area. Colliers Wood is one of the fastest growing wards in terms of population and demand for services is expected to increase.

3.3. Relocate to the Brown & Root Tower

- 3.4. £550,000 is assigned for relocating the library to the Tower complex in 2017. The library facilities are wound up in phase 2 of the development works, which haven't been formally approved and are unlikely to happen before 2019. The Cavendish House site provides a more cost efficient library solution with assurances around delivery and quality of service.
- 3.5. **Move the library to another venue in Colliers Wood**
- 3.6. Extensive research has been undertaken into other suitable venues along with consultation with local residents. Residents are keen to see the library retained along the High Street and have identified the current location as their preference. There are limited alternatives in the Colliers Wood area and all of them would likely increase cost.

4 CONSULTATION UNDERTAKEN OR PROPOSED

- 4.1. A detailed analysis of sites was conducted in 2010 along with public consultation on preferred sites with the Colliers Wood Residents Association. Ongoing consultation takes place through meetings with the Colliers Wood Residents Association and Friends of Donald Hope Library.
- 4.2. Public meetings have also taken place with Urb Group Ltd. regarding the wider development and initial views have been fed into the development plan.
- 4.3. Following Cabinet approval of the scheme it is proposed that an additional round of consultation will be undertaken to seek detailed requirements for the new library. Ongoing updates and public meetings will continue throughout the duration of the project.

5 TIMETABLE

Cabinet approval of Colliers Wood Library scheme	8 June 2015
Public consultation regarding new library facilities	May - June 2015
Closure of Donald Hope Library	28 July 2015
Opening of temporary library facilities	30 July 2015
Development works to begin on Cavendish House	September 2015 – April 2017
Practical completion of development works	April 2017
Opening of new library facilities	July 2017

6 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

- 6.1. **Revenue**
- 6.2. There will be no increase in the revenue budget for the new Colliers Wood Library. The slight increase in the new lease will be offset by increased income from the letting of space and reduced operating costs. The inclusion

of coffee shop facilities should also assist with generating increased income and will be included in future MTFs savings.

- 6.3. The lease as detailed in the report would be an operational lease. The developer's contribution to fitting out the library is included under the terms of the lease. The lease can be agreed under delegated responsibility to the Director of Environment & Regeneration.
- 6.4. Temporary library solutions identified are within budget and the remaining revenue budget will be used to store existing equipment whilst the new library is developed and to promote the temporary facilities available.
- 6.5. **Capital**
- 6.6. Ongoing negotiations have led to a significant decrease in the Council's contribution towards the scheme. £550,000 sits in the capital programme for a new library scheme in 2016/17. The budget for this scheme is proposed to be replaced with a new scheme of £200,000 to reflect the actual cost contribution required to enable this development. The adjustment to the Capital Programme is included in the June 2015 Financial Monitoring Report.

7 LEGAL AND STATUTORY IMPLICATIONS

- 7.1. The Council is required to provide a 'comprehensive and efficient' library service, addressing the 'needs of adults and children', according to the Public Libraries and Museums Act of 1964. Local authorities have a statutory duty to make provision for a library service but may decide on how this is to be done.
- 7.2. Certain aspects of the service must be provided for free including free lending of books, free access to information and free library membership.
- 7.3. Section 123 of the Local Government Act 1972 allows a local authority to dispose of land in any manner they wish provided they obtain the best consideration reasonably obtainable. A disposal under the 1972 Act would include the surrender of a lease.
- 7.4. Section 120 (1) of the 1972 Act allows a local authority to acquire any land whether situated in their area or not for the purposes of any of their functions. Entering into the proposed lease would be an acquisition for the purposes of the 1972 Act and fall within section 120 (1).

8 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

- 8.1. Temporary library facilities will ensure that the residents of Colliers Wood retain a library service whilst works take place. The temporary library facilities will include a book lending service with free public access to computers and Wi-Fi. Provision has also been provided to ensure that the diverse range of activities currently provided in Donald Hope Library continue in its temporary location.

9 CRIME AND DISORDER IMPLICATIONS

9.1. None identified.

10 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

10.1. A detailed risk management plan will be assembled as part of the construction and development of the new library.

10.2. Full Health & Safety audits with new risk management plans will be devised for both the temporary library facilities and the new library.

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

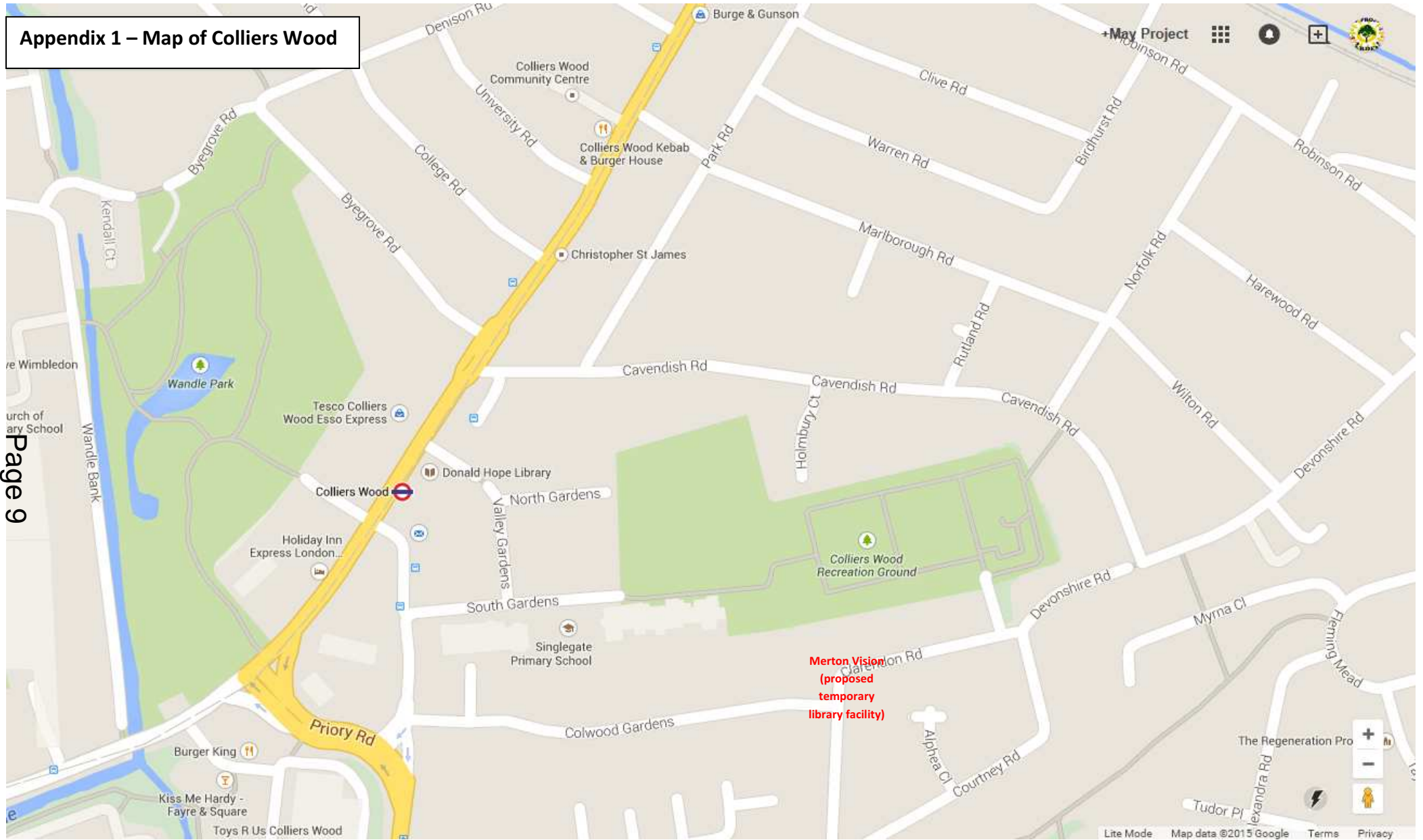
- Appendix 1 – Map of services in the Colliers Wood area
- Appendix 2 – Images of the new library including proposed layout

12 BACKGROUND PAPERS

12.1. None included.

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Appendix 1 – Map of Colliers Wood

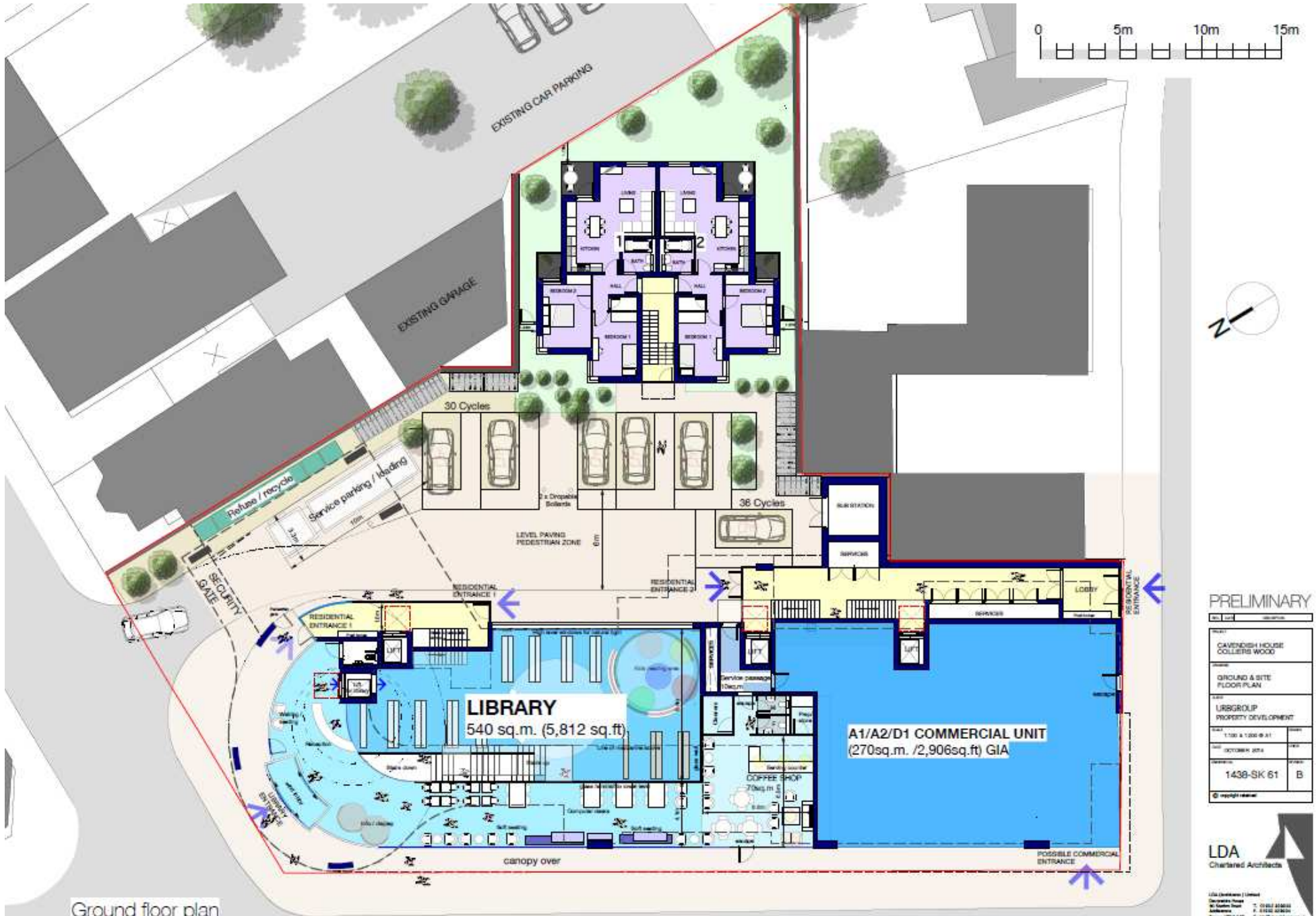


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A VISUAL GATEWAY TO THE NEW COLLIERS WOOD DESIGNATED TOWN CENTRE

Appendix 2 – Images of proposed new library



Ground floor plan

PRELIMINARY

PROJECT	CAVENDISH HOUSE COLLETS WOOD		
DESCRIPTION	GROUND & SITE FLOOR PLAN		
CLIENT	LRRGROUP PROPERTY DEVELOPMENT		
DATE	1:20 & 1:200 @ A1	SCALE	
DATE	OCTOBER 2014	REV	
NO.	1438-SK 61	REV	B
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LDA
Chartered Architects

LDA (London) Limited
Cavendish House
46 Colindale Avenue
London NW9 1BS
Tel: 0208 254500
Fax: 0208 254501
www.londonarchitects.com

THE NEW DONALD HOPE LIBRARY



Long section through Library (B-B)



Cross section through Library (A-A)



A View towards the proposed library entrance



Cavendish road elevation - Library



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Committee: Cabinet

Date: 8 June 2015

Wards: All

Subject: Reference from the Overview and Scrutiny Commission: Call in of Cabinet decision on Merton Adult Education – evidence and options for achieving a value for money service

Lead officer: Julia Regan, Head of Democracy Services

Lead member: Councillor Peter Southgate, Chair of the Overview and Scrutiny Commission

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

Recommendations:

The Overview and Scrutiny Commission recommends that Cabinet:

- A. ensures that Joseph Hood Primary School is kept fully informed of the decision process regarding any plans for the future use of the Whatley Avenue site
 - B. takes account of the views of staff working for the adult education service, as set out in the consultation results and expressed at the meeting of the Overview and Scrutiny Commission on 10 March 2015, and works with staff in a positive and constructive manner, in accordance with the HR procedures of the council.
-

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 At its meeting on 10 March 2015 the Overview and Scrutiny Commission received a call-in relating to the Cabinet decision taken on 16 February 2015 to move the Merton Adult Education Service to a commissioning model.
- 1.2 The Commission resolved not to formally refer the matter back to Cabinet but to make a reference asking Cabinet to consider two recommendations when making further decisions relating to the adult education service.

2. DETAILS

Scrutiny process

- 2.1 The documentation received by the Commission at its meeting on 10 March 2015 comprised:
 - The call-in form, setting out the reasons for the call-in and additional information requested
 - Response to the call-in
 - Cabinet report
 - Reference from Sustainable Communities Overview and Scrutiny Panel

- 2.2 Councillor James Holmes outlined his reasons for calling in the decision. The Commission also heard from the Chair of the Governing Body of Joseph Hood Primary School, a staffside representative and a representative of Save Merton Adult Education. Details of their contributions are set out in the minutes of the meeting.
- 2.3 Commission members asked questions and sought responses to these concerns. Responses were provided by:
- Cabinet Member for Environmental Sustainability and Regeneration
 - Cabinet Member for Education
 - Director of Community and Housing
- 2.4 The Commission discussed the issues raised at some length before determining its response.

Scrutiny response

- 2.5 The Commission agreed not to refer the decision back to Cabinet but felt that two recommendations should be made for Cabinet to consider, as set out below:
- that Cabinet ensures that Joseph Hood Primary School is kept fully informed of the decision process regarding any plans for the future use of the Whatley Avenue site;
 - that Cabinet takes account of the views of staff working for the adult education service, as set out in the consultation results and expressed at the meeting of the Overview and Scrutiny Commission on 10 March 2015, and works with staff in a positive and constructive way, in accordance with the HR procedures of the council.

3. ALTERNATIVE OPTIONS

- 3.1 None - Cabinet is required under the terms of the constitution to receive, consider and respond to references from overview and scrutiny.

4. CONSULTATION UNDERTAKEN OR PROPOSED

- 4.1 At its meeting on 10 March 2015 the Overview and Scrutiny Commission heard from:
- Councillor James Holmes, signatory to the call-in
 - Posey Furnish, Chair, Governing Body, Joseph Hood Primary School
 - Isabelle McGrath, staffside representative
 - Gay Bennett Powell, Save Merton Adult Education
 - Councillor Martin Whelton, Cabinet Member for Education
 - Councillor Andrew Judge, Cabinet Member for Environmental Sustainability and Regeneration
 - Simon Williams, Director of Community and Housing

5. FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

- 5.1 These are included in the report to Cabinet on 16 February 2015 and the officer response to the Commission on 10 March 2015.

6. LEGAL AND STATUTORY IMPLICATIONS

6.1 Cabinet is required under the terms of the constitution to receive, consider and respond to references from overview and scrutiny. The Local Government and Public Involvement in Health Act 2007 requires Cabinet to respond to reports and recommendations made by scrutiny committees within two months of written notice being given.

7. HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

7.1 These are included in the report received by the Overview and Scrutiny Commission at its meeting on 10 March 2015.

8. CRIME AND DISORDER IMPLICATIONS

8.1 These are included in the report received by the Overview and Scrutiny Commission at its meeting on 10 March 2015.

9. RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

9.1 These are included in the report received by the Overview and Scrutiny Commission at its meeting on 10 March 2015.

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

10.1 None

11. BACKGROUND PAPERS

11.1 Minutes of Overview and Scrutiny Commission meeting 10 March 2015

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Committee: Cabinet

Date: 8 June 2015

Agenda item:

Wards: All borough

Subject: Secondary school expansion

Lead officer: Yvette Stanley

Lead member: Martin Whelton

Contact officer: Tom Procter

Recommendations:

- A. To note the significant increase in demand for secondary school places flowing from primary schools, with an immediate need for at least an addition 300 year 7 places (10 forms of entry) required by September 2018.
- B. To note the limited options available for expansion of existing schools, and the need for a new secondary school in the Wimbledon area to complement deliverable expansions to the east of the borough. Following Secretary of State approval this would be delivered through the Harris Wimbledon School and so responsibility for identifying a site rests with the Department for Education under the Free School programme, but the council can facilitate this process.
- C. For the council to enter into a pre-construction agreement with Willmott Dixon for the expansion of Harris Morden, Harris Merton and St. Mark's Academy under the SCAPE framework with clearly costed break-clauses at key stages to allow for the fact that:
 - (a) It is not clear all projects will progress to construction so any scheme may stop after design Stage C
 - (b) The timescales for implementing is not clear and the council may choose, after stage E, to instead follow a competitive tender route for construction if it is better value for money, especially if schemes are not implemented to similar timescales

1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1. This report is presented to update Cabinet on the need for additional secondary school places up to September 2018, to meet the unprecedented increase in children following from primary school.
- 1.2. The report reviews the options available for the expansion of existing schools and recommends for approval the procurement process to commence design work on the expansion of Harris Morden, Harris Merton and St. Mark's schools, to ensure there is a robust cost estimate, and schools can be fully signed up to expansion, though it could be that only two of the three expansions would need to be implemented.
- 1.3. Under three separate school roll projection models, expansion of existing schools will not be sufficient to meet the need required by September 2018 and

the council's administration has been clear in its support for the Harris Wimbledon School, which now has 'pre-opening' approval from the Secretary of State.

- 1.4. As a Free School, the Department for Education and their agents the EFA (Education Funding Agency) are responsible for identifying a site for the school, though the council is able to facilitate this process. Council officers are working collaboratively with the EFA and Harris Federation to try to identify a solution and it is hoped that officers can report back on progress to Cabinet in the autumn term.

2 DETAILS

Review of demand and supply of secondary school places.

- 2.1. Since 2007 the council has experienced the largest increase in demand for primary school places in well over a generation, with over 4,000 additional primary school places needing to be provided to ensure sufficient provision.
- 2.2. Demand at the start of primary school is starting to plateau but the much larger cohort of pupils reaches the first year of secondary school in September 2015 and continues to rise substantially to September 2018.
- 2.3. While LB Merton currently has some surplus in its secondary schools, for September 2015, with 161 additional on-time admissions applications compared to last year, the council was only able to offer sufficient places on offer day by some schools agreeing to offer above their admission number by a total of 29 places. Due to the normal 'drop out' from offer day we expect a small surplus for September 2015 but from September 2016 expansion of provision will be required.
- 2.4. While there is some uncertainty on the exact level of demand over the next few years, we do know that there will be a dramatic rise to 2018/19 after which there is a two-three years plateau in demand in year 7. The immediate issue is therefore to ensure there are firm plans up to 2018/19 that are sufficiently flexible.
- 2.5. Both to keep the capital cost (and therefore revenue impact) to the council to the lowest level, and to ensure the budgets of these schools are not adversely affected, the strategy is to only expand when there is certainty of the need to provide permanent basic need places, while being aware of the need to forward plan to provide good quality school places.
- 2.6. We can be confident of the growing number of year 6 pupils in LB Merton primary schools needing to enter secondary education. As illustrated by the table below, after modelling for the usual pupil loss in the latter years of primary school, there will still be over 500 extra children in LB Merton primary schools to enter secondary school by 2018 compared to 2014. This is the equivalent of nearly three new 6FE secondary schools.

TABLE 1 - ADDITIONAL YEAR 6 STUDENTS TO SUMMER 2018 COMPARED TO SUMMER 2014

	Actual/ forecast Yr 6	Extra to baseline Yr 6
<i>Baseline Year 6 in 2013/14 (i.e. Cohort now in 2014/15 year 7)</i>	1844	N/A
Actual Year 6 in 2014/15 (Cohort for 2015/16 year 7)	2007	163
Forecast Year 6 in 2015/16 (current yr 5 Cohort for 2016/17 year 7)	2066	222
Forecast Year 6 in 2016/17 (current yr 4 Cohort for 2017/18 year 7)	2104	260
Forecast Year 6 in 2017/18 (current yr 3 Cohort for 2018/19 year 7)	2355	511

2.7. However, due to the existing surplus places in our secondary schools and that for many years Merton has been a net ‘exporter’ of pupils in secondary school, the required increase will not be so dramatic.

2.8. Understanding the net decrease of pupils from year 6 (last year of primary school) to year 7 (first year of secondary school) is the key to forecasting year 7 places, and this is difficult to forecast precisely because it has changed substantially over the past 10 years and is likely to be even more volatile with the substantial increase in demand for year 7 places, and the uncertainty of the plans of neighbouring boroughs and the government’s Free School programme.

2.9. The GLA (Greater London Authority) demography team has recently published updated pupil roll forecasts based on 2014/15 pupil rolls and 2014-based population forecasts.

2.10. Table 2 below shows the year 7 increase required in forms of entry up to 2018/19 on the basis of the GLA’s two models and the council’s local ‘pupil retention model’:

TABLE 2 - YEAR 7 DEFICIT FORECAST (IN FEs after 60 place surplus allowance)

	LOW 80.1% retention Local ‘pupil retention’ model	MEDIUM GLA Standard model	HIGH GLA Alternate model
2016/17	2.5	3.0	3.2
2017/18	4.1	5.7	6.0
2018/19	11.0	13.6	14.3

2.11. With demand forecast to continue in year 7 at the 2018/19 level for at least another 5 years beyond this, it is necessary to plan up to 2018/19 on the basis of expansion for at least 10 forms of entry of expansion but with the flexibility to provide for up to 14 forms of entry by 2018/19 should it be required.

Delivery of additional secondary school places

- 2.12. The Children and Young People Overview and Scrutiny Committee report in October 2014 outlined in detail the consideration for expanding existing secondary schools, and reported that only the expansions of Harris Merton, Harris Morden, St. Mark's CE, and Ricards Lodge schools could be pursued.
- 2.13. Since this time, the governing body of Ricards Lodge has confirmed that they do not wish to consider expansion. Therefore the only planned expansion of existing secondary schools is a total of 6 forms of entry through 2 forms of entry at each of Harris Merton, Harris Morden, St. Mark's CE Academies, all to the east of the borough.
- 2.14. This means that, based on the forecasts above, without expansion of further provision, especially to the west of the borough, the council will not be fulfilling its statutory requirement to provide sufficient school places.
- 2.15. The council's administration has made its support clear for a new Harris Federation school to the west of the borough and on 9 March 2015 Harris Wimbledon was approved by the Secretary of State as a "pre-opening" Free School.
- 2.16. As a Free School, the Department for Education and their agents the EFA (Education Funding Agency) are responsible for identifying a site for the school, though the council is able to facilitate this process. Council officers are working collaboratively with the EFA and Harris Federation to try to identify a solution and it is hoped that officers can report back on progress to Cabinet in the autumn term.
- 2.17. Should expansion be required at the medium to higher end there may also need to be further challenge to the schools not currently signed up to expansion. There may also be pressure from residents to expand Wimbledon schools to meet parental preference.

Procurement of secondary school expansion projects

- 2.18. To ensure that places are only provided when they are definitely needed it is proposed to start design work at each of Harris Merton, Harris Morden and St. Mark's schools, limited to RIBA stage C (outline design including agreeing building layout and size) before referring back to Cabinet Members.
- 2.19. Officers have reviewed the most appropriate means to procure the three secondary school expansion projects. To do this it is necessary to consider both the design and build element. Projects can be procured either through design consultants undertaking the detailed design for a contractor to then price and build, or by passing the design (either detailed or fully) to the contractor, known as "design and build" (D&B). Under D&B the role of the client side team is significantly reduced and cost savings can be made since it can encourage the most cost effective design possible. It also has the advantage of passing risk to the contractor, though this can be cost prohibitive for some projects, especially adaptations, where the contractor will adversely price this risk.
- 2.20. Following the high level feasibility studies it is clear that the secondary school projects should be more simple buildings than required on tight sites for primary

schools and design and build is the most appropriate approach. Three procurement options were shortlisted under this approach:

1. D&B modular buildings through Government Procurement Service framework
2. SCAPE D& B framework
3. D&B competitive tender

- 2.21. The SCAPE framework operates with a single contractor (Willmott Dixon) for projects over £2 million. The aim is that long-term relationships will produce efficiencies in building design and therefore lower cost. Value for money can be demonstrated as Willmott Dixon's cost as a management contractor were tendered and they are required to go out to tender for the packages of construction work. In addition, the client appoints a Quantity Surveyor to monitor costs to ensure they meet targets and there is high level monitoring from the Framework manager.
- 2.22. Following an option appraisal considered by the Children, School and Families Capital and Procurement Review Group and the Corporate Procurement Group, it is recommended that the SCAPE framework should be utilised. This was for the following reasons:
- The council had an excellent experience with Willmott Dixon for the Cranmer scheme, which was delivered to the target cost
 - Other councils have shown that Willmott Dixon can deliver buildings for a low price due to the opportunity to standardise buildings
 - It will ensure a consistent approach across schools even though projects may progress to different timescales
 - The council will have the greatest cost certainty at an early stage for projects
 - It provides the ability to progress projects quickly after the go-ahead is given
 - The council has not received sufficient interest from contractors under the GPS framework
- 2.23. Willmott Dixon has undertaken feasibility studies based on the initial designs and have provided a fully costed proposal based on the SCAPE tendered rates and supply chain tender estimates, with costs transparently shown should the council withdraw any scheme after design stage C, design stage E, or just prior to construction.
- 2.24. Officers commissioned a Quantity Surveyor to consider a cost per square metre analysis for secondary school expansion, which considered BCIS cost data and cost models to highlight a potential construction cost.
- 2.25. The estimated costs for Harris Merton and St. Marks's are in line with benchmarking costs and these are recommended to follow through the normal SCAPE framework process. However, Harris Morden is more expensive as a cost per square metre, as it is a small project that could be more cost effectively undertaken by a medium sized contractor, as per recent council schemes at Perseid, Hafeild and the final phase of Singlegate Primary School. The procurement will also need to be in line with requirements for a PFI school.

- 2.26. This has been discussed with Willmott Dixon and it is therefore recommended that Harris Morden is still undertaken through the SCAPE framework to RIBA stage E only, and then goes to competitive tender for the following reasons
- The council will have the benefit of a uniform approach to all secondary school expansions at an early stage, and therefore a joint approach to considering economies in design
 - The Willmott Dixon architect is disciplined to consider practical cost effective design solutions not always undertaken by traditional architects appointed directly by the client.
 - A joint approach will save a one-off procurement of design consultants for a single project, which is unnecessary when the design fees from Willmott Dixon are comparable with the general market costs
- 2.27. Officers therefore recommend the SCAPE framework as the most appropriate approach to these expansions, and will report back to Cabinet when the design work has been completed.

3 ALTERNATIVE OPTIONS

- 3.1. An options appraisal has been undertaken, as outlined in the main body of the paper.

4 CONSULTATION UNDERTAKEN OR PROPOSED

- 4.1. No consultation has been undertaken at this stage
- 4.2. Extensive consultation will need to be undertaken later in 2015, both on the new school and the expansion strategy generally.

5 TIMETABLE

- 5.1. With regard to expansion of existing secondary schools, design work needs to commence now to prevent loss of support from the three schools currently signed up to expansion.

School will need to start providing additional places in September 2016, but the building schemes will not need to be completed until September 2017 or later.

6 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

The approved capital programme for secondary school expansion up to 2018/19 is as follows.

Children, Schools and Families	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19
Scheme 1 Phased Extra 4fe	20,000	180,000	2,800,000	0	3,677,560
Scheme 2 Phased Extra 4fe	20,000	180,000	2,800,000	0	2,270,120
Scheme 3 Phased Extra 4fe reduced to 2fe	20,000	180,000	2,800,000	0	0
Scheme 5 Phased Extra 2fe	0	0	95,000	1,500,000	1,527,640
Scheme 6 Phased Extra 2fe	20,000	30,000	1,900,000	3,000,000	2,000,000
Scheme 4 New School Extra 6fe	20,000	100,000	4,980,000	7,000,000	4,478,950
Secondary School Expansions	100,000	670,000	15,375,000	11,500,000	13,954,270

- 6.1. In addition, the indicative programme 2019-24 includes £10.008 million in 2020/21 and 2021/22 as a second phase for the new school.
- 6.2. The programme therefore allows for 20 forms of entry, which is slightly above the high forecast to 2018/19, and it is hoped that the DfE will fund the new school, though this cannot be certain
- 6.3. The estimated cost to undertake the three schemes at Harris Morden, Harris Merton and St. Mark's CE (providing 6FE collectively) would be as follows:

	RIBA stages A-C	Total RIBA stages A-E (including production of tender documentation)	Total All stages as per cost plans and billing schedule	New build construction cost per sq/m based on 2015 prices	Total estimated project cost including all fees and contingency	Cost per pupil place
	Appraisal, Design brief and concept design					
Harris Merton	£89,520	£295,480	£385,000	£2,058	£4,478,703	£14,929
Harris Morden	£51,586	£169,000	£220,586	£2,370	£2,617,803	£8,726
St Marks	£118,029	£391,000	£509,029	£3,156	£5,829,741	£19,432
Total	£259,135	£855,480	£1,114,615		£12,926,247	

Note: DfE cost per pupil rate for most recent 2017/18 allocations is £18,340

- 6.4. As a whole, all the schemes are within the latest cost per school places allocation from the DfE so should be self-funding if the funding mechanism remains, though there may be a time lag in receiving the DfE funding.

7 LEGAL AND STATUTORY IMPLICATIONS

- 7.1. The council has a duty under section 14 of the Education Act 1996 to secure that sufficient schools for providing primary and secondary education are available for its area. The Act provides that schools available for an area shall not be regarded as sufficient unless they are sufficient in number, character and equipment to provide for all pupils the opportunity of appropriate education. The local authority must exercise its functions under section 14 with a view to securing, diversity in the provision of schools, and increasing opportunities for parental choice.
- 7.2. Legal Services have confirmed that we can legitimately access the Scape Framework as we are identifiable from the OJEU notice in accordance with the Public Contracts Regulations.

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

The main issues in the management of risk is whether each project is definitely needed to provide sufficient secondary school places, time to ensure the council meets its statutory and moral obligation, cost, and maintaining support from schools to expand despite uncertainty. This has been considered in concluding that the SCAPE Framework offers the most appropriate solution.

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

None

12 BACKGROUND PAPERS

12.1. CYP Overview and Scrutiny Committee on 15 October 2014 – “Secondary places strategy, in particular secondary school provision”

Committee: Cabinet

Date: 8 June 2015

Wards: All

Subject: Merton Health and Wellbeing Strategy 2015-18

Lead officer: Kay Eilbert, Director of Public Health

Lead member: Councillor Caroline Cooper Marbiah, Cabinet Member for Adult social Care and Health

Contact officer: Clarissa Larsen, Health and Wellbeing Board Partnership Manager

Recommendations:

-
1. To agree the draft refreshed Merton Health and Wellbeing Strategy 2015-18
-

1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1. This report outlines the refresh of the Health and Wellbeing Strategy 2015-18.

2 DETAILS

- 2.1 Merton Health and Wellbeing Strategy has been in place for two years. Work to refresh the current strategy began late in 2014 with the formation of a task and finish group including senior representatives from across the Council and partners from the Health and Wellbeing Board.

- 2.2 The Health and Wellbeing Board discussed the direction of the refreshed Strategy at a development session earlier this year and again at an informal seminar in March. It was agreed that the Strategy should be more focussed on fewer outcomes with a clear delivery plan. The refresh of the HWB strategy 2015-2018 is also based on the Merton Partnership conference 2013, which focussed on reducing health inequalities and links to the Community Plan.

- 2.3 The Health and Wellbeing Strategy 2015-18 prioritises the most significant influences on health as well as good health. Our vision is:

A fair share of opportunities for health and wellbeing for all Merton residents.

This means we will halt the rise in the gap in Life Expectancy between areas within Merton.

- 2.4 There are five key priorities which together create a place for a good life in Merton:

Theme 1 Best start in life – early years development and strong educational achievement.

Theme 2 Good health – focus on prevention, early detection of long-term conditions and access to good quality health and social care

Theme 3 Life skills, lifelong learning and good work

Theme 4 Community participation and feeling safe

Theme 5 A good natural and built environment

- 2.5 Each theme sets out a number of outcomes with three year targets. The draft delivery plan details actions against each outcome, with baselines, one year targets, lead officer and governance lead.

The draft Health and Wellbeing Strategy 2015-18 and Delivery Plan 2015/16 is included in Appendix 1.

- 2.6 The Strategy in final draft form with some details to be confirmed. It is currently being shared with partners and stakeholders for comments and, subject to agreement by Cabinet, is planned to be launched in June.

3 ALTERNATIVE OPTIONS

- 3.1. It is a statutory requirement for all local authorities to have a Health and Wellbeing Board and them to produce a joint Health and Wellbeing Strategy based on the Joint Strategic Needs Assessment and wider data

4 CONSULTATION UNDERTAKEN OR PROPOSED

- 4.1. A consultation event was organised by HealthWatch for the refresh of the Health and Wellbeing Strategy. Health and Wellbeing Board partners have been closely involved in the development of the Strategy.

5 TIMETABLE

- 5.1. The Health and Wellbeing Strategy is currently being shared with partners and stakeholders. It is planned to launch the Strategy in June following Cabinet on 8 June.

6 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

- 6.1. 6.1 As projects and schemes are developed under the Strategy the financial, resource and property implications will be identified and appropriate development approvals obtained

6.2.

7 6.2 PUBLIC HEALTH CURRENTLY HAVE 8 PERFORMANCE INDICATORS (4 QUARTERLY AND 4 ANNUAL). THE APPROPRIATENESS OF THESE INDICATORS IS CURRENTLY UNDER REVIEW.LEGAL AND STATUTORY IMPLICATIONS

- 7.1. The Health and Wellbeing Board is a statutory committee of the Council and must deliver a Joint Strategic Needs Assessment, a Health and Wellbeing Strategy and integration of health and social care

8 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

- 8.1. The Health and Wellbeing Board has prioritised health inequalities within Merton

9 CRIME AND DISORDER IMPLICATIONS

- 9.1. One of the themes of the health and wellbeing strategy – Community Participation and Feeling Safe involves a focus on crime and perceptions of crime, especially in the more deprived part of the borough.

10 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

11 As projects and schemes are developed under this strategy Merton's Approach to Project Management (MAP) requires that project risks are identified, regularly reviewed and where appropriate mitigated. It is also envisaged that as part of MAP Health and Safety issues would be identified and progressed appropriately

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

- Appendix 1 Merton Health and Wellbeing DRAFT Strategy 2015-18

13 BACKGROUND PAPERS

13.1. None

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CREATING THE PLACE FOR A GOOD LIFE

MERTON HEALTH AND WELLBEING STRATEGY

2015/16 – 2017/18

DRAFT

FOREWORD

It has been an exciting two years, with significant opportunities for improving the health and wellbeing of Merton residents. Since April 2013, we have seen the creation of an effective Merton Clinical Commissioning Group and Healthwatch Merton. Public Health moved from the NHS to the local authority, where it now works closely with Council colleagues to ensure Council influences on health have a positive impact. The Health and Wellbeing Board, which brings together these partners, has developed, taking on the agenda to integrate health and social care and to focus on prevention.

This refresh of the Merton Health and Wellbeing Strategy for 2015-18 allows us to take a broader view of health and to embed the role of all partners in tackling health inequalities. Merton the Place for a Good Life – the 2015-18 strategy focuses on the main influences on health – starting early in life to ensure that children and young people develop the skills and healthy habits for a productive adulthood, when they have access to good work, to safe and connected communities and to high streets and green spaces that make the healthy option the easy choice.

We know that education and income are the most significant influences on health. Inequalities in access to these can turn into poorer health outcomes as we see in the east of Merton. Health and Wellbeing Board partners agree that addressing these inequalities should provide the focus for this strategy and for the work of the Board itself. By working together across our partnership, we will be able to achieve more than by working alone.

We know that we must work differently in close partnership to include prevention in all our work, addressing the real inequalities in opportunities between the east and west of our borough. In this way we can make a real difference to people's lives.

Councillor Caroline Cooper-Marbiah



VISION

A fair share of opportunities for
HEALTH AND WELLBEING
for all Merton residents

This means we will halt the rise in the gap in Life Expectancy between areas within Merton

THEMES

OUTCOMES

1

Best Start in Life

Focus on prevention, early detection of long-term conditions and access to good quality health and social care

- Uptake of childhood immunisation is increased
- Waiting time for CAMHS from referral is shortened
- Childhood obesity is reduced
- Educational achievement gap in children eligible for pupil premium is reduced
- The proportion of children ready for school is increased

2

Good Health

Focus on prevention, early detection of long-term conditions and access to good quality health and social care

- All partner organisations promote health in their policies and services
- Settings e.g. workplaces, schools, high streets where people spend time are healthier, providing healthy options.
- The proportion of adults making healthy lifestyle choices is increased
- Early detection and management is integrated and promoted

3

Life skills, lifelong learning, & good work

- The number of JSA and ESA claimants in Mitcham JCP is reduced
- Increase employment by targeting initiatives to improve soft skills and to deliver skills in growth sectors
- Assist business start-ups and growth of existing businesses
- Bridge the lifelong learning gap in deprived wards

4

Community participation and feeling safe

- The number of people engaged in their communities is increased through volunteering
- Sustainable voluntary and community organisations partner with the public sector to strengthen community capacity and cohesion
- People remain independent or regain independence as far as possible after reablement
- People feel safer through tackling perception of crime
- Causes of crime addressed through a place based approach in three hotspot areas identified through the Vulnerable Localities Index

5

A good natural and built environment

- Positive health and wellbeing outcomes are embedded within major developments as a condition of granting planning permission
- Fuel poverty is reduced through collective energy switching
- Pollution is reduced through increased number of trees in parks
- The quality of houses of multiple occupation (HMOs) will be improved

Introduction

Merton Health and Wellbeing Board works in partnership to improve health and wellbeing and to reduce health inequalities across the borough in part through this Health and Wellbeing strategy. Commissioners of health, health care and social care services must use this Strategy to inform commissioning plans, along with the Joint Strategic Needs Assessment, which defines the health and wellbeing of our residents.

This Strategy - Merton the Place for a Good Life - builds on our first Health and Wellbeing Strategy 2013-15 and the Merton Community Plan. The focus on health inequalities and on the influences that contribute to health is strengthened, bringing together the most important influences on health, such as the early years, education, income and the environment in which people live to maximize health and wellbeing and prevent problems from arising in the first place.

Examples of significant achievements in the 2013/15 Health and Wellbeing Strategy to date include

- teenage conceptions reduced to 22.1 per 1,000 in 2013, a reduction from 51 per 1000 or 57% since the baseline was set in 1998, when the rate was 51 per 1,000. In terms of numbers, this equates to 67 conceptions in 2013 for young women age 15 to 17, compared to 135 conceptions in 1998.
- the LiveWell service supported 830 Merton residents to stop smoking and delivered over 2000 self reported health improvement outcomes.
- Over 19,000 offers for a Health Check were made with nearly 11,000 Health Checks delivered to residents aged between 40 and 74

Over the same period, the Merton Clinical Commissioning Group, formed from the split of the Sutton & Merton PCT in April 2013, became a well performing organisation with a keen eye on quality improvement.

London Borough of Merton Public Health, too, was created from the split of the former PCT and transitioned from the NHS to the London Borough of Merton. In addition to building a small effective team, LBM Public Health is achieving success in the Council, Merton Clinical Commissioning Group and voluntary sector in prioritising health inequalities and prevention.

The focus on the influences on health, including health care, provides opportunities for the growing partnership between Merton Council, Merton Clinical Commissioning Group and the voluntary sector together with HealthWatch to contribute to increased health and wellbeing for Merton's residents.

OUR VISION

A fair share of opportunities for health and wellbeing for all Merton residents

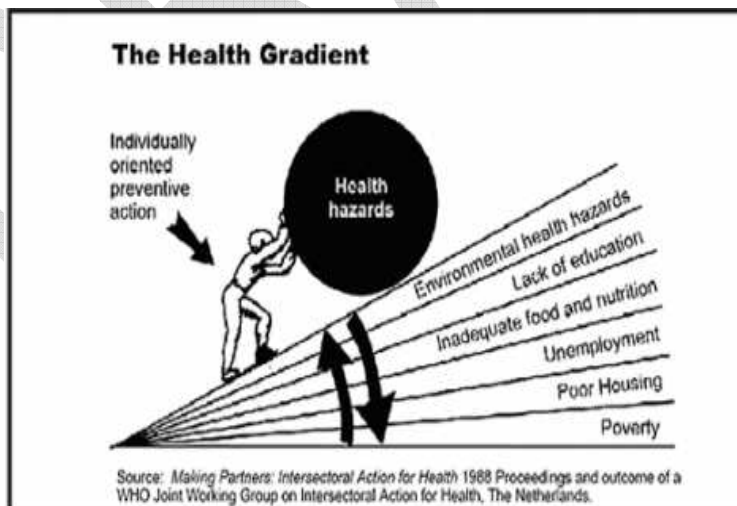
This means we will halt the rise in the gap in Life Expectancy between areas within Merton

Outcome	Baseline 2015	Target 2018
Gap in Life Expectancy		
Male	7.9	7.9
Female	5.2	5.2

What Creates Health and Wellbeing?

Development of this strategy was guided by an understanding of what creates health. People's health and wellbeing is strongly influenced by the conditions in which they are born, live, work and grow old. Lying at the heart of inequalities in life expectancy are poverty and low education levels, the largest influences on health. Education is linked to the ability to earn an income, and the two together provide the resources for people to take care of themselves and their families. Housing, transport, our high streets and access to green spaces also contribute to health and wellbeing. Where these influences are unhealthy, people may become ill, disabled or die. Health care then becomes important to cure or manage these unhealthy conditions. Figure 1 shows that if we want to improve health and wellbeing, we must act on both the individual level – the person pushing the ball and on the conditions in which people live -the hill. Making the hill less steep will help make the healthy choice the easier one.

Figure 1



Where Are We Now? Health and Wellbeing in Merton

In 2013, there were about 202,750 residents in Merton. The age of our residents is similar to that of London; by 2017, there will be increases in the under-five and over-65 age groups.

Residents from a Black, Asian and minority ethnic background will increase to about 39% in 2017 from 35% in 2011.

The east and south of the borough have higher levels of deprivation and poorer health outcomes than the rest of the borough. While residents of Merton enjoy overall high life expectancy, people in the more deprived areas live shorter lives. If people in east Merton had the same rate of deaths as west Merton in 2013, there would have been around 113 fewer deaths. Of these 113 deaths, 80 were in people under 75 years of age, considered to be premature deaths and often preventable.

The maps below clearly show the connection between deprivation and life expectancy. People in the east and south of Merton are both more deprived (Fig 4 – the green and yellow) and live shorter lives (Fig 5- the lighter blue) than those in the rest of the borough.

Figure 4 – Inequalities in Deprivation Across Merton

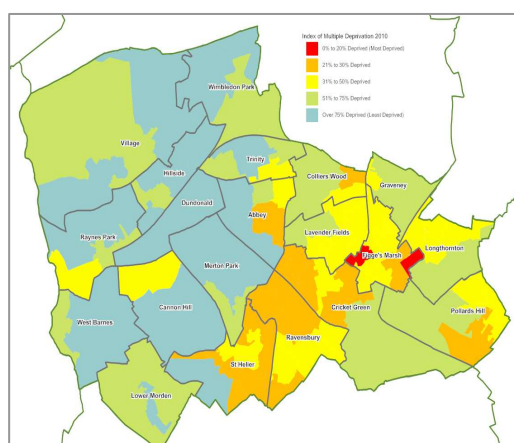
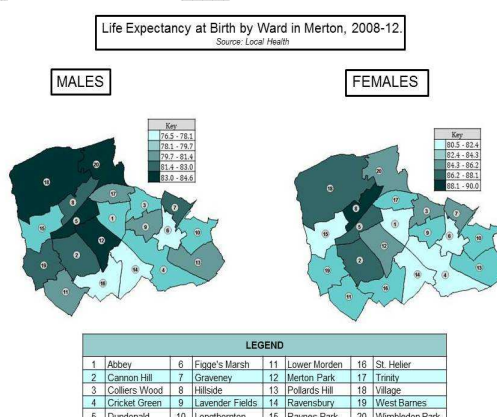


Figure 5 Inequalities in Life Expectancy Across Merton



Similar to life expectancy and income, Merton does well overall for other influences on health such as employment, education, skills and training, housing, environment and crime compared to London and England. The inequalities seen in life expectancy and deprivation are apparent across these other influences on health.

Breaking down mortality by causes of death in Merton shows that the top three causes of death in those under 75 years of age (in order of frequency, from most to least common) were cancers, circulatory disease and accidents and injuries – which together accounted for 70% of all deaths in Merton. Many of these were from preventable causes.

How Will We Get to Our Goal – Our Strategic Approach

This refreshed strategy takes a sharper focus on where we face the biggest inequalities and challenges for Merton residents.

We will focus on prevention – from the introduction, we can see that creating the place for a good life will require a broader understanding of how health and wellbeing are created, starting early in life. The move of Public Health to local government opens opportunities to improve health and wellbeing through the Council's many services that influence health. Working to ensure that these influences are positive

improves the chance of improving health and wellbeing of our residents. This will have a bigger impact than by working on individual lifestyle behaviours alone because even small changes in these wider influences will affect many people, making the healthy choice the easier one.

The influences on health accumulate as we age, resulting in good health or illness depending on opportunities and lifestyle choices. Saving a child's life adds the greatest number of years to life expectancy. It is therefore important to prioritise the early years when we begin laying down habits for a life time.

We will take advantage of every contact with residents and through settings (such as schools, workplaces, community settings, high streets and primary care) to embed prevention messages.

We will work in partnership – creating health and wellbeing is not the responsibility of any single agency. Good health is not the sole responsibility of the NHS nor is support for our most vulnerable the sole responsibility of social services. Working in partnership means that we all have a role to play, building on our own strengths to contribute to improved health and wellbeing.

We know we have to work differently, breaking down silos that separate our efforts. We recognise that working in isolation has not been effective and that we need to take a holistic approach, bringing together our work to achieve more than by working alone. This will involve making health everyone's business by taking advantage of all frontline contacts with residents, for example.

We will intervene early - when a health problem occurs, we can either cure or manage the problem in community settings. Not only will this improve residents' quality of life but it will also reduce the need for more expensive acute and social care services. For example, detecting long-term conditions early can add a few years for the quickest gains in life expectancy.

We will work in and through communities – to ensure that services respond to our residents needs, especially to the increasing ethnic diversity and to improve people's control over their lives, which in itself is good for health.

We will work at multiple levels of government – because we realise that we do not have the necessary powers to create healthy places locally. We will work across London with interested boroughs, London Councils and the Greater London Authority to develop solutions and where appropriate, we will work together to advocate for change at the national level.

We will use data and evidence effectively – to ensure that we are responding to real needs with evidence of best practice.

Creating the Place for a Good Life - Where Do We Want to Be by 2018?

In November 2013 80 people from the voluntary sector, the Merton Clinical Commissioning Group and the London Borough of Merton came together and agreed that the significant health inequalities and wider inequalities that shape health and wellbeing are not acceptable. Participants agreed that all residents should have opportunities for a good life. By 2018, we will work to address these health and wellbeing inequalities through the following:

Theme 1 Best Start in Life – early years development and strong educational achievement

Why is this important?

What a child experiences during the early years (including before birth), lays down a foundation for the whole of their life,¹ including both physical and mental wellbeing. For example, positive early attachment, bonding and resilience have long-term benefits and it is during the early years that we develop our lifestyle habits for later years. Immunisation is an important intervention that protects children against diseases that can kill or cause serious long-term ill health. Merton immunisation rates are below recommended levels and inequalities in immunisation uptake persist among poorer families.

Good mental health is as important as good physical health and emotional wellbeing and good mental health in the early years of life is recognised as being vitally important, not only to an individual's present quality of life but also to their future personal and social development. Having good emotional health and building resilience enables children and young people to cope positively with stress and adversity. We also know that certain groups of young people are more likely to develop mental health issues (for example our Looked After Children).

Ensuring children are resilient and ready for school means that they will do well and achieve when at school, thus providing the resources required later to earn a living to take care of themselves and their families and to make healthy choices.

National statistics show that children on free school meals, or those with special educational needs, are around three times more likely to be persistently absent and there is clear evidence of a link between poor attendance at school and low levels of achievement.

Higher educational attainment is linked to many beneficial behaviours and good health outcomes. These include greater life expectancy overall as well as a larger percentage of years spent in good health and with adequate mobility. Better-educated people practice healthier behaviours, are more informed users of health services, and are more likely to comply with treatment. Increased levels of education are also associated with more robust mental health, and better self-esteem. Better educated people are also more effective in supporting health outcomes for their children.

We Will Achieve by 2018

	Baseline 2015	Target 2018
Uptake of childhood immunisation is increased (MMR at 5)	72.2%	87.6%
Emotional wellbeing of children is improved - integrated	No CAMHS	Integrated CAMHS

¹ Marmot Review 2010, Centre for Excellence and Outcomes in Children and Young People's Services 'Grasping the Nettle' 2010

CAMHS pathways in place, reduced waiting times from referral	Strategy	pathways embedded and average waiting times from referral < 5 weeks
Number of children who are overweight and obese at age 10-11 is reduced	36.4%	35.7%.
Gap in children eligible for pupil premium achieving 5 a-c* GCSEs including English and maths, and their peers at age 16 is reduced	24.8%	20%
Number of children ready for school is increased – the current indicator will change therefore target is TBC		TBC

Theme 2 Good Health – focus on prevention, early detection of long-term conditions and access to good quality health and social care

Why is this important?

The relationship between health and the influences on health is two way. The influences on health such as education, income and living environment, clearly contribute to health as discussed in the introduction. It is also clear that this works the other way; good health enables people to take advantage of opportunities for good education, jobs, and participating in community life.

The middle years are when disease and disability begin to manifest as a result, in part, of lifestyle behaviours that were laid down from the early years. Data from the World Health Organisation (WHO) atlas of heart disease and stroke estimate that tobacco use, alcohol, obesity, low fruit and vegetable intake and physical inactivity account for 36% of the burden of disease across the globe. These are clearly preventable behaviours; starting early in life to ensure they are healthy will reduce the level of disease and disability. However where long-term conditions develop, early detection makes cure or management in the community possible, improving people's quality of life and reducing the need for expensive acute health and social care.

Increased life expectancy is a triumph, but it also represents one of our greatest challenges as older people make a significantly higher call on health and social care services. Prevention interventions, such as staying active, as well as increased screening and regular check-ups, and rehabilitation for people to regain independence can improve quality of life and reduce demand on acute services.

New models of care are required that break down the barriers in how care is provided between GPs and hospitals, between physical and mental health, and between health and social care - all of which get in the way of care that is genuinely coordinated around what people need and want. These models of care will need to work in settings, which are more effective in reaching larger numbers of people and on the policy environment, which has a bigger impact on health than by working on the individual level alone.

We Will Achieve by 2018

Outcome	Baseline 2015	Target 2018
All partner organisations promote health in their policies	Ad hoc at present	Strategic,

and services through frontline staff acting as health champions		embedded in policy
Settings e.g. workplaces, schools, high streets where people spend time are healthier, providing healthy options. <ul style="list-style-type: none"> High streets – the gap in alcohol-related harm between areas within Merton will be reduced to a difference in Standardised Admission Rates of 25 Schools – children who are overweight and obese at age 10-11 (target given above in Theme 1) 	31.7 See Theme 1	25 See Theme 1
Adults make healthy lifestyle choices <ul style="list-style-type: none"> Smoking prevalence Alcohol related admissions The percentage of obese residents who achieve a 5% weight loss 	13.9% (2013) 502 / 100,000 (2012/13) No weight management pathway	10.6% 458 / 100,000 TBC
Early Detection and Management <ul style="list-style-type: none"> A model of care that responds to East Merton health and wellbeing needs will be ready and implementation underway. A Proactive GP pilot will influence development of the model, which will seek to embed prevention and to move care out of expensive acute settings to primary and community settings where disease can be diagnosed earlier and managed by the patient and/or their GP or other primary care provider. Mental health – integrated pathways in place; Reduced waiting times for treatment where primary and secondary diagnosis is a mental health and a physical condition or vice-versa. 	No model Mental health not part of integration agenda	Integrated model of care developed and being delivered across East Merton Mental Health included in integration programme and being delivered

Theme 3 Life skills, lifelong learning and good work

Why is this important?

Deprivation and low income are important influences on health. Levels of disposable income affect our ability to meet basic needs—the way we live, the quality of the home and work environment, and the ability of parents to provide the kind of care for their children they want. The relationship between health and low income exists across almost all health indicators.² The outcomes associated with low family socioeconomic status include poor maternal nutrition, infant mortality, low birth weight, childhood injuries, child mortality, dental caries in children, malnutrition in children, infectious disease in children and adults, health care services use, chronic diseases in adulthood and excess mortality. The risk associated with poverty is two-fold:

- People living in poverty are more likely to be exposed to conditions that are adverse for development (e.g. crowded living conditions, unsafe neighbourhoods, etc)
- People living in poverty are also more likely to be negatively affected by these adverse conditions

² London Health Observatory.

www.lho.org.uk/LHO_Topics/Health_Topics/Determinants_of_Health/Income.aspx

Work is good for a person's health as it contributes to a sense of self-worth and dignity. But the nature of work is also important since insecure jobs and poor conditions can contribute to increased stress and illness.

Staying active and keeping the mind stimulated through lifelong learning may help delay conditions that are associated with growing older. English for Speakers of Other Languages provides skills to connect with one's community, increasing control over one's life and having a positive impact on health.

We Will Achieve by 2018

Outcome	Baseline 2015	Target 2018
The number of JSA claimants at Mitcham JCP and ESA claimants	1.7% of working population	1.6% (2016/17)
Increase employment by targeting initiatives to improve soft skills and to deliver skills in growth sectors	100 IT and 200 employability skills training	+150 employed
Assist business start-ups and growth of existing businesses and enable local unemployed to access the new jobs created	N/A	+160 jobs
Bridge the lifelong learning gap in deprived wards and increase access to ESOL (English as a second language) courses using health themes	36% of learners on qualification live in deprived ward 60 ESOL learners using health themes	40% 240 ESOL learners using health themes

Theme 4 Community participation and feeling safe

Why is this important?

Community participation is a key determinant of health. When people have the opportunity to make a positive contribution to their community through volunteering and community action, or participate in their community by benefiting from local activities, they contribute to social cohesion and have improved levels of confidence, resilience, wellbeing and reduced levels of isolation.

Social cohesion helps to protect people and their health and is defined as 'the quality of social relationships and the existence of trust, mutual obligations and respect in communities or in the wider society.'³ A breakdown in social cohesion may reduce trust, increase violence, increase health conditions such as heart disease, poor mental health and poorer chances of survival after a heart attack.

According to Merton Voluntary Service Council's (MVSC) State of the Sector Report 2014, there are almost 600 voluntary and community organisations in Merton serving a wide range of client groups and providing a variety of services, particularly vulnerable sections of the

³ Wilkinson, R and Marmot M. 2003. Social Determinants of Health the Solid Facts. Second edition. WHO.

community. This paints a picture of a voluntary sector that is broad in its scope, with organisations working across a huge range of areas and providing multiple services

Crime rates affect people’s sense of security and increase their experience of stress. Stress causes physical changes with potentially damaging health consequences. In areas with high levels of crime, people may be unwilling to participate in their community or to go outdoors for physical activity. In Merton levels of crime are among the lowest in London, although there are significant differences between areas of Merton.

We Will Achieve by 2018

Outcome	Baseline 2015	Target 2018
The number of people engaged in their communities is increased through volunteering	20%	23%
Sustainable voluntary and community organisations partner with the public sector to strengthen community capacity and cohesion.	0 organisational health checks of small community groups in E Merton	63 organisational health checks complete
People remain independent or regain independence as far as possible after reablement	12	25
People feel safer through tackling perception of crime.	75%	80%
Causes of crime addressed through a place based approach in three hotspot areas identified through the Vulnerable Localities Index	Crime rate in identified ward area before intervention	5% reduction 6 months after intervention in each of the 3 areas

Theme 5 A good natural and built environment

Why is this important?

There is now strong evidence that the built environment shapes health outcomes. A well-designed public realm with high quality green open space will encourage physical exercise, improve mental health, and increase biodiversity. The case for delivering improvements to health and wellbeing through spatial planning policy should therefore be seen as part of the wider case for delivering sustainable communities.

The largest opportunity to make a difference in improving the health and wellbeing of people and communities lies at local and neighbourhood (and ward) levels. The planning and licensing processes offer opportunities to develop healthy places, if these levers are used to improve health.

Poor air quality contributes to shortening the life expectancy of all Londoners, disproportionately impacting on the most vulnerable. Air quality in London is the worst in the country. Poor air quality exacerbates heart and lung conditions such as asthma, and chronic obstructive pulmonary disease. It is thought that the effects of air pollution contribute to many thousands of premature deaths of people who have serious illnesses.

The number of residents aged 60 or over is projected to increase 11% between 2011 and 2017. One of the key concerns is the increase in older people living alone, which has implications for health and social care since 57% of the ‘fuel poor’ are aged 60 and over; poorly insulated homes and the continual rise in heating bills contribute to fuel poverty.

- Community participation and feeling safe Safer Stronger Merton
- A good natural and built environment Sustainable Communities and Transport

For each theme a number of objectives are set out in the section What We Will Do - a detailed action plan for Year 1 of this strategy, attached at Appendix A. These will be reported to the Health and Wellbeing Board to allow the Board to track progress.

Toward the end of each year, these actions will be reviewed and a new detailed plan developed for the following year.

Merton Joint Strategic Needs Assessment <http://www.merton.gov.uk/health-social-care/publichealth/jsna.htm>

More information on Merton Health and Wellbeing Board can be found at <http://democracy.merton.gov.uk/mgCommitteeDetails.aspx?ID=184>

DRAFT

Priority Theme 1: Good start in life – early years development and strong educational achievement for children and young people

Outcome 1.1 – All babies have the best start in life						
Action	Indicator	Baseline	Target 2018	Reporting cycle	Lead Officer	Governance Lead
<p>Review recommendations from the Merton Scrutiny of Childhood immunisations.</p> <p>Engage GP practices in strategies to increase uptake and coverage of childhood immunisations.</p> <p>Increase parental access and awareness of immunisations.</p>	<p>Immunisation: MMR at 5 years</p>	<p>72.2% 2013/14</p>	<p>87.6%</p>	<p>Quarterly</p>	<p>CCG/NHS England/Public Health LBM</p>	<p>Children's Trust Board</p>
Outcome 1.2 - All children and young people have good emotional wellbeing and resilience						
Action	Indicator	Baseline	Target 2018	Reporting cycle	Lead Officer	Governance Lead
<p>Undertake a review of all (Tier 1-3) CAMH services across Merton, developing and improving pathways and links across partner agencies to improve joint working and transition across services.</p> <p>Through commissioning and performance management of Tier 2 and 3 services, ensure that those children at greatest risk of developing mental health problems</p>	<p>Integrated CAMHS pathways in place, reduced waiting times from referral</p>	<p>No CAMHS Strategy</p>	<p>Integrated CAMHS pathways embedded and average waiting times from referral < 5 weeks</p>	<p>Quarterly</p>	<p>CCG/LBM</p>	<p>Children's Trust Board</p>

have access to prompt and appropriate assessment and intervention. (Tier 2 & 3).						
Outcome 1.3 - Children and young people make healthy lifestyle choices						
Action	Indicator	Baseline	Target	Reporting cycle	Lead Officer	Governance Lead
Review National Child Measurement Programme (NCMP) data to ensure full understanding of inequalities and inform effective targeting of services.	1.3.1 Excess Weight in 10-11 year olds	36.4% 2013/14	35.7%	Annual	Public Health -LBM	Children's Trust Board
Re-commission Tier 2 weight management services and for children and young people, including a focus on prevention. Ensure effective prevention programmes are delivered, focusing on schools in the east of the Borough, and the most at risk cohort between 5-10 years.	1.3.2 Gap between % of 10-11 year olds with obesity weight between east and west Merton	6.2% 2010/11-2012/13	6%	Annual	Public Health -LBM	
Outcome 1.4 - Children and young people fulfil their educational potential						
Action	Indicator	Baseline	Target	Reporting cycle	Lead Officer	Governance Lead
Promote and deliver children centre services that focus on families living in deprivation and those less likely to engage, to enhance school readiness. Increase the uptake of free quality 2	1.4.1 Gap between % of Pupil premium children achieving a good level of development in early Years	13.1% (2013/14)	Tbc* indicator is due to change, further work required to define target	Annual	CSF - LBM	Children's Trust Board

year nursery places as part of the 'disadvantaged children' offer.	Foundation stage and children not eligible for pupil premium		measure.			
Develop clear referral and support pathways for children identified with Special Educational needs (SEN) in early years settings	1.4.2 Gap in % children achieving 5 GCSE's a-c including English and maths between pupil premium children and children not eligible for pupil premium	24.8% (2009/10-2013/14)	20%	Annual	CSF -LBM	Children's Trust Board
Work with early years settings and schools through support and challenge to ensure the pupil premium is used effectively to raise children's achievement						

Priority Theme 2: Good health – focus on prevention, early detection of long term conditions and access to good quality health and social care.

Outcome 2.1: A prevention strategy will set the framework to embed prevention into local public policy and make health everyone’s business to ensure that every contact counts and that influences on health make a positive impact						
Action	Indicator	Baseline	Target	Reporting cycle	Lead Officer	Governance Lead
Train frontline staff across Merton (council, CCG, GP, fire, police, voluntary sector and other partners) to become health champions, enabling them to understand and apply their role in prevention and signpost to relevant services	No. frontline staff trained as health champions within HWB partner organisations	0	Y1: 100 staff trained	Quarterly	LBM Public Health/ MCCG/ HWB	HWB
Develop a prevention strategy to include consideration of: <ul style="list-style-type: none"> • Role of frontline staff across HWB partners in prevention. • Embedding prevention in local public policy. 	Jointly owned HWB Prevention Strategy developed.	N/A	Prevention Strategy in place	Annual	DPH	HWB

Outcome 2.2						
Settings across the borough where people spend their time, including workplaces, schools and high streets are healthier and enable individuals to make healthy choices.						
Action	Indicator	Baseline	Target	Reporting cycle	Lead Officer	Governance Lead
Promote healthy workplace schemes with employers in the borough	Number/% of employers delivering healthy workplace schemes and / or signed up to the London Healthy Workplace Charter <ul style="list-style-type: none"> SMEs (<250 employees) Larger (>250) 	0 1	TBC (once healthy workplace outreach mobilised)	Annual	LBM Public Health	HWB
Implement the GLA Healthy Workplace Charter in LBM	Action plan developed by LBM Workplace Steering Group based around the 8 LHWC themes	'Commitment' level	Action plan agreed	Annual	LBM Public Health	HWB
	Council sickness absence rates	9.92 days lost per FTE (2014/5) 9.29 days lost per FTE (2013/4)	8.0 days lost per FTE ⁴	Annual	LBM Public Health	HWB
Work with planning and licensing to promote healthy high streets	<ul style="list-style-type: none"> Statement of Licensing Policy explicitly 	N/A (review	SLP includes	Annual	LBM Public Health /	HWB

⁴ The Council's target is 8.0 days per FTE, The CIPD Absence Management Survey, 2013 showed that there was a sickness absence rate of 8.7 days per employee in the whole of the UK Public Sector and 7.2 days in the Private Sector; both have increased since 2012.

<ul style="list-style-type: none"> • Ensure the review of the Statement of Licensing Policy (SLP) explicitly considers health and wellbeing. • Develop a best practice approach for health input to planning 	considers health and wellbeing.	of SLP being undertaken in 2015/16)	HWB		E&R	
	<ul style="list-style-type: none"> • Gap in alcohol-related harm (Standardised Admission Ratio) between east and west 	31.7 ⁵	TBC (25 by 2018)	Annual	LBM Public Health	HWB
	<ul style="list-style-type: none"> • Public Health process for responding to planning applications developed 	N/A	Process developed and implemented	Annual	LBM Public Health	HWB
Develop a pilot in Pollards Hill to test approaches to deliver this HWB strategy	<ul style="list-style-type: none"> • Build on Living Street audit to engage community organisations and residents to agree joint action plan • Deliver activities and monitor delivery through a community oversight group 	N/A	Pollards Hill community working together with formal sector partners to improve community	Annual	LBM Public Health/ Commonsense Community Development Trust	HWB

⁵ East Merton SAR: 101.44; West Merton SAR: 69.78

Outcome 2.3 Adults make healthy lifestyle choices, including taking up clinical prevention services.						
Action	Indicator	Baseline	Target	Reporting cycle	Lead Officer	Governance Lead
Implement coordinated Tier 1, Tier 2 and Tier 3 healthy lifestyle and healthy weight programme, fully integrated with healthy eating/ physical activity programmes in the borough	Service commissioned with single point of access	N/A	Service in place by April 2016	Annual	LBM PH	HWB
	The percentage of obese residents who achieve a 5% weight loss	N/A	N/A in first year	Annual	LBM PH	HWB
Support food establishments, particularly fast food outlets, to deliver healthier options	No./% eligible food outlets signed up to Healthy Catering Commitments	TBC (audit planned in 2015)	Y1: 20 outlets	Annual	LBM PH / E&R	HWB
Develop a food partnership to improve coordinated action on all aspects of the food environment in Merton	Food network or partnership set up	0	Food partnership in place	Annual	LBM Public Health	Sustainable Communities Partnership
	Action plan or charter developed and agreed by network	0	Charter agreed	Annual	LBM Public Health	Sustainable Communities Partnership
Conduct independent assessment against the PHE physical activity strategy and explore opportunities/findings	Assessment undertaken and recommendations agreed to address inequalities in provision / access	N/A	Assessment completed, recommendations agreed	Annual	LBM PH	HWB
	PHOF 1.16 people using outdoor space for exercise / health reasons	15.0 (Mar 2013-Feb 2014)	15/16: 16 16/17: 18 17/18: 20	Annual	LBM PH	HWB

	PHOF 2.13 Percentage of active and inactive adults - inactive adults	2012: 31.5 2013: 24/2	15/16: 22 16/17: 20 17/18: 18	Annual	LBM PH	HWB
Improve uptake of smoking cessation services by: <ul style="list-style-type: none"> • Undertaking insight analysis around attitudes towards smoking cessation by smokers, ex-smokers and professionals • Use insight to increase referrals from health and non-health partners (GPs, pharmacies, frontline staff) and target outreach using appropriate comms messages 	Insight completed, pilot implemented, action plan agreed	N/A	Insight completed	Annual	LBM Public Health	HWB
	Smoking prevalence – adults (18+) (PHOF 2.14)	2013: 13.9	2015: 12.7 2016: 12.0 2017: 11.3 2018: 10.6	Annual	LBM Public Health	HWB
Work with Responsible Authorities to promote a sensible and safe drinking environment in Merton	PHOF 2.18 Alcohol-related admissions to hospital	502 (2012/13)	15/16: N/A 16/17: 469 17/18: 458	Annual	LBM PH / E&R	HWB
	Regular Responsible Authorities meetings	N/A	Meetings held bi-monthly	Annual	LBM PH	HWB
Develop an alcohol strategy working across prevention to rehabilitation closer to home	Alcohol strategy developed	N/A	Strategy completed	Annual	LBM PH	HWB
Increase alcohol prevention in primary care through IBA targeted in areas with highest risk drinkers	Number alcohol IBA conducted	0	TBC	Annual	LBM PH	HWB
Conduct Health Needs Assessment to identify non-Class A drug users (e.g. users of 'legal highs') and develop actions to address risk behaviour	Conduct HNA and develop action plan	N/A	HNA completed	Annual	LBM PH	HWB
Improving testing/screening and links between commissioned sexual	Increase uptake of Hep B, Hep C and HIV and other	TBC (DOMES)	Y1: 10% improve	Annual	LBM PH	HWB

health and substance misuse services.	testing in clients of substance misuse services	system currently down)	nt on baseline			
Clinical prevention –initiatives to increase screening for cancers starting with bowel screening: ACE Cancer Screening pilot	Pilot developed, implemented and evaluated <ul style="list-style-type: none"> • Number of GP Practices participating in the pilot • Percentage of patients sent a bowel screening test (FOBT) and did not submit the test, who were engaged through the pilot 	N/A N/A N/A	15 GP Practices 80% of patients Pilot developed, implemented and evaluated	Quarterly	LBM PH and MCCG	HWBB
Health Facilitation and Promotion provided Community Nurses in LBM Learning Disability service	A range of Health facilitation and promotion activities delivered to support people with learning disabilities	0	Range of activities and support in place	Annual	LBM Learning Disability Service	HWB

Outcome 2.4						
Improving access to Mental Health services through integrated locality working, resulting in improved parity of esteem.						
Action	Indicator	Baseline	Target	Reporting cycle	Lead Officer	Governance Lead
Building on the successful implementation of localities as part	<ul style="list-style-type: none"> • Mental Health clearly reflected in the Merton 		For year 1 the	Annual	MCCG	HWB

<p>of the Better Care Fund, develop a programme of mental health integrated pathways in Merton localities, starting with East Merton where the highest levels of inequalities in mental health are evidenced, improve waiting times for referral to treatment where the primary and secondary diagnosis is mental health and a physical condition or vice-versa and reducing the number of contacts with services that mental health patients have (Right Care, Right Place, Right time), and align commissioning processes to deliver more coordinated patient outcomes in mental health</p>	<p>Integration Programme governance at all appropriate levels.</p> <ul style="list-style-type: none"> • Patient experience • Implementation of mental health key workers in multi-disciplinary teams (MDTs) • Mental health specific integrated care pathways developed • Baseline waiting times • Subsequent waiting times • Before and after comparisons of the number of contacts • Maintenance or the reductions in the number of contacts 		<p>process objectives are the baseline</p>			
<p>Align commissioning processes to deliver more coordinated patient outcomes in mental health (e.g. through the Mental Health Transformation Board)</p>	<p>TBC</p>		<p>For year 1 the process objectives are the baseline</p>	<p>Annual</p>	<p>MCCG</p>	<p>HWB</p>

<p>Outcome 2.5 East Merton Model of Care – Residents of East Merton have access to a model of care that responds to their health needs, focusing on prevention, early detection and management in primary and community healthcare and multi-disciplinary team working with secondary care.</p>			
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Action	Indicator	Baseline	Target	Reporting cycle	Lead Officer	Governance
Develop model of care for East Merton - that responds to East Merton health and wellbeing needs will be ready and implementation underway. A Proactive GP pilot will influence development of the model, which will seek to embed prevention and to move care out of expensive acute settings to primary and community settings where disease can be diagnosed earlier and managed by the patient and/or their GP or other primary care provider. London Borough of Merton Adult Social Care will support the co-designing of the East Merton Model of Care and ensure that an integrated East Merton Locality is part of the East Merton Model of Care.	Model of care developed and plan in place to with resources to deliver actions.	N/A	Model of care developed and plan in place with resources to deliver actions	Annual	LBM Public Health	HWB
Deliver Proactive GP pilot in GP practices in E Merton and feed lessons into development of E Merton model of care	Pilot developed, implemented and evaluated	N/A	Pilot developed, implemented and evaluated	Annual	MCCG / LBM Public Health	HWB

Priority Theme 3: Life skills, lifelong learning and good work

Outcome 3.1 – Reduce the number of JSA claimants at Mitcham JCP to 1.6% of total residents and ESA claimants to 5k			
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Action	Indicator	Baseline	Target	Reporting cycle	Lead Officer	Governance Lead
Refresh the Employment and Skills Action Plan for 2015-2017	Completed document	Plan ready by February 2015	Completed document by June 2015	Annually	S Williams	Sustainable Communities and Transport Partnership
Work with Jobcentre Plus through a partnership agreement to reduce the number of claimants of job seekers allowance by 2017	Labour Market Bulletin	As of Nov 2014 JSA count is 2375 (1.7% of working population)	1.6% By 2016/17	Figures are provided monthly from JCP (NOMIS)	FutureMerton	SCTP
Work with Jobcentre Plus through a partnership agreement to reduce the number of claimants of Employment Support Allowance (ESA) and Incapacity Benefit (IB) by 2017	Labour Market Bulletin	As of May 2014 5160 people were claiming ESA/IB	5000 (1 year)	Figures are provided monthly from JCP (NOMIS)	FutureMerton	SCTP
People are able to find employment when they want, maintain a family and social life and contribute to community life, and avoid loneliness or isolation	ASCOF 1E. Proportion of adults with a learning disability in paid employment	50 residents engaged in IT and 150 residents engaged in employability skills	18 people with a Learning Disability per year into permanent paid employment	Annual	Andy Ottaway-Searle	HWB

Outcome 3.2 - Support residents through targeted initiatives a. to improve their soft skills and b. to deliver skills in growth sectors with the intention of 50 job outcomes per annum						
Action	Indicator	Baseline	Target	Reporting	Lead	Governance

				cycle	Officer	Lead
Deliver a programme of training through the Economic Well Being Group and the 2015 Employment and Skills Action Plan	2-5 programmes of training per year	100 residents in IT 200 residents in employability skills	To exceed baseline	ITT in Feb/Mar 2015 Award contracts by May/June 2015 Delivery over 12 months	J Ogunade	Sustainable Communities and Transport Partnership

Outcome 3.3 Create 160 jobs in Merton by assisting business start ups and growth of existing businesses enabling local unemployed to access the new jobs created.						
Action	Indicator	Baseline	Target	Reporting cycle	Lead Officer	Governance Lead
Deliver a programme of business forums throughout the year as part of the Economic Development Strategy Support Programme (EDSS)	6 forums per year	120 businesses	360 businesses over 3 years	Every 6 months	S Williams	SCTP
Work with employers through the Merton Business Support Programme (MBSS)	Number of businesses who participate in the programme	120 businesses	360 businesses over 3 years	Every 6 months	E Osei	SCTP
Work with employers to "Take One" young person either through a traineeship, apprenticeship, work experience or into employment	No of apprenticeships/traineeships in post	100 pa	300 over 3 years	Quarterly or annually	S Williams	SCTP

Outcome 3.4 - Provide opportunities for more people to make a positive contribution to their own wellbeing through access to adult learning and development of skills.						

Action	Indicator	Baseline	Target	Reporting cycle	Lead Officer	Governance Lead
Bridging the adult skills gap – increased participation in adult education programmes among those living in disadvantaged wards	Enrolment numbers	Current figures: 36% of learners on qualifications live in a disadvantaged ward 27% of learners on non-qualification courses in a disadvantaged ward	Increase in enrolment and qualification achieved	Annual academic year	Y Tomlin	SCTP
Employability - Percentage of participants that went into employment after attending an adult education course	%	Current figures: 11% including self employment	Increased number of employed	Annually	Y Tomlin	SCTP
Increase number of ESOL students, using health theme materials	Number of ESOL students	60	240		LBM Public Health	HWB

Priority Theme 4: Community Participation and Feeling Safe

Outcome 4.1 Increase volunteering in the borough						
Action	Indicator	Baseline	Target	Reporting cycle	Lead Officer	Governance Lead
Refresh Merton Partnership Volunteering Strategy for 2015-17,	Resident's Survey volunteering participation.	20% 2014	21% from 2015 Residents Survey 22% 2016 23% 2017	Annually	Head of Policy & Partnerships - LBM	Merton Partnership Executive Board
Residents who require extra support to volunteer e.g. with disabilities, long term health conditions, mental health problems, 16-18 year olds, and the long term unemployed are supported to volunteer	MVSC Statistics	800 2014/5	900 for 2015/6 900 2016/17 900 2017/18 subject to end of year reviews	Annually	Head of Volunteering – MVSC	MVSC Board of Trustees
Residents are able to easily identify volunteer opportunities and approach organisations	MVSC Statistics	1000 2014/5	1,200 for 2015/6 1,200	Annually	Head of Volunteering – MVSC	MVSC Board of Trustees

			2016/17 1,200 2017/18 subject to end of year reviews			
New web based portal for volunteering and community action developed and launched	New system up and running	No portal in place	Portal fully active and promoted	Annually	Head of Volunteering – MVSC	Merton Partnership Executive Board
Recruit volunteers to support LBM Adult Social Care Staff: Merton's Direct Provision day services actively recruit volunteers to work with staff supporting customers to participate in a range of activities	Number of volunteers recruited		Target figure of 40 volunteers by 2017	Annually	Andy Ottaway-Searle	HWB

Outcome 4.2 Sustainable voluntary and community organisations partner with the public sector to strengthen community capacity and cohesion.						
Action	Indicator	Baseline	Target	Reporting cycle	Lead Officer	Governance Lead
Workshops on specific funding opportunities delivered	Workshops delivered Groups participating	2 workshops delivered 10 groups participating	Double activity across these areas 2015/16 4 workshops	6 monthly	Head of Development & Funding Advice – MVSC	MVSC Board of Trustees

			10 groups 2016/17 4 workshops 10 groups 2017/18 4 workshops 10 groups			
Increase in finance levered into Merton for health and wellbeing activities within the voluntary & community sector in the east of the borough	Value of finance levered in	£100,000	£125,000 2015/16 £125,000 2016/17 £125,000 2017/18	Annually	Head of Development & Funding Advice – MVSC	MVSC Board of Trustees
Organisational health checks of small community groups in East of borough conducted	Health checks completed	0	21 2015/16 21 2016/17 21 2017/18	Annually	Head of Development & Funding Advice – MVSC	Director of Public Health
Capacity building support and training delivered to community organisations in the east of the borough	Number of groups supported	8	21 groups supported 2015/16 21 groups supported 2016/17	6 monthly	Head of Development & Funding Advice – MVSC	Director of Public Health

			21 groups supported 2017/18			
New small groups forum developed to enable greater partnership between groups and public sector organisations	Forums delivered	0	2 forums 2015/16 2 forums 2016/17 2 forums 2017/18	6 monthly	Head of Development & Funding Advice – MVSC	Director of Public Health
Support collaborative and partnership bids from community groups for work linked to public health agenda	Number of partnership bids submitted	1	2 2015/16 – no guaranteed funding 2016-18	Annually	Head of Development & Funding Advice – MVSC	Director of Public Health
Community Health Champions trained and supported	Qualified Health Champions working in the community	8	12	6 monthly	Health Champions Project Worker – MVSC	Director of Public Health
Review and refresh of Community Cohesion Strategy	Community Cohesion Strategy		Completion Community Cohesion Strategy delivered	Annually	Head of Policy & Partnerships - LBM	Merton Partnership Executive Board

Outcome 4.3 People remain independent or regain independence as far as possible after reablement						
Action	Indicator	Baseline	Target	Reporting cycle	Lead Officer	Governance Lead
Ensuring that the right people receive reablement services	ASCOF 2D. The outcomes of short-term services: sequel to service	This is a brand new service, so we currently have 12 clients on the books. However, we aim to increase this as the service evolves	25 clients	Monthly	Director of Housing and Community Care	
Enable adults with mental illness to live as independently as possible.	ASCOF 1H. Proportion of adults in contact with secondary mental health services living independently, with or without support			Monthly	Director of Housing and Community Care	
Improve the provision of mental health peer support services for adults				Monthly	Director of Housing and Community Care	

Outcome 4.4 People feel safer through tackling both crime and fear of crime						
Action	Indicator	Baseline	Target	Reporting cycle	Lead Officer	Governance Lead
Metropolitan Police to work with partners through Local Multi-Agency Problem Solving Panels to put measures in place to improve perceptions of crime and ASB.	Perception of crime measured through The Public Attitude Survey and Resident's Survey	75% of residents surveyed think that police in Merton do a good job.	76% 2015/16 78% 2016/17 80% 2017/18	Quarterly	Chief Inspector Partnership, MPS	Merton Safer and Stronger Executive Board
Metropolitan Police to maximise usage of community messaging and social media to promote perceptions of safety in Merton	Number of contacts for Merton on Neighbourhood Link community messaging service. Number of followers on Twitter.	Neighbourhood Link contacts - 18,000 Twitter followers - 6,400	Neighbourhood Link contacts - 20,000 Twitter followers - 7,500	Annually	Chief Inspector Partnership, MPS	Merton Safer and Stronger Executive Board

Outcome 4.5 Causes of crime are addressed through a place based approach in three hotspot areas identified through the Vulnerable Localities Index						
Action	Indicator	Baseline	Target	Reporting cycle	Lead Officer	Governance Lead
Metropolitan Police to work with partners through Local Multi-Agency Problem Solving Panels to deliver bespoke action plans to reduce crime and fear of crime in three hotspot areas identified through the Vulnerable Localities Index	Action plans agreed and delivery of outcomes through LMAPs.	Total crime in ward areas 6 months before interventions.	5% decrease in specific ward area 6 months after intervention	Varies as per intervention	Chief Inspector Partnership, MPS	Merton Safer and Stronger Executive Board

Outcome 4.5 People remain independent or regain independence as far as possible after reablement						
Action	Indicator	Baseline	Target	Reporting cycle	Lead Officer	Governance Lead
Ensuring that the right people receive reablement services	ASCOF 2D. The outcomes of short-term services: sequel to service	This is a brand new service, so we currently have 12 clients on the books. However, we aim to increase this as the service evolves	25 clients	Monthly	Director of Housing and Community Care	HWB
Improve the provision of mental health peer support services for adults- Pilot Project	Pilot developed, implemented and evaluated	N/A	Pilot developed, implemented and evaluated	Annual	Director of Housing and Community Care	HWB

Priority Theme 5: A good natural and built environment

Outcome 5.1: Positive health and wellbeing outcomes are embedded within major developments as a condition of granting planning permission in Merton.						
Action	Indicator	Baseline	Target	Reporting cycle	Lead Officer	Governance Lead
Undertake Health Impact Assessments for masterplans and significant planning applications in accordance with the Mayor's Social Infrastructure SPG	Every masterplan and significant planning application will have a HIA.	0	100% of significant developments and masterplans	Annually each June for the previous financial year	Future Merton / Public Health	Future Merton / Public Health

Outcome 5.2 – Promotion of collective energy switching programmes leads to reduced fuel poverty for Merton's residents.						
Action	Indicator	Baseline	Target	Reporting cycle	Lead Officer	Governance Lead
Promote and facilitate the Big London Energy Switch in Merton	That Merton will enable residents, especially those without internet access, to access collective energy switching programmes	25 households participate per action.	Increased participation of 10% annually	Annually	Future Merton	Future Merton

Outcome 5.3 – Increased number of trees in parks leads to reductions in pollution in Merton.						
Action	Indicator	Baseline	Target	Reporting cycle	Lead Officer	Governance Lead
Increased tree planting and increasing tree canopy cover across the borough.	Canopy cover surveys of LBM managed trees and woodland	Aerial photography surveys indicate 5.5%(5.9%) to 6.5%(6.9%) tree cover by LBM managed trees and woodland (2012/14)	3 percentage increase in LBM managed tree canopy cover	3 years depending on availability of aerial imagery	Greenspaces Arboriculture	Sustainable Communities

Outcome 5.4 – Residents have greater access to quality private sector housing.						
Action	Indicator	Baseline	Trajectory	Reporting cycle	Lead Officer	Governance Lead
Analyse the Building Research Establishment (BRE) data to determine the total number of licensable HMOs to help protect those vulnerable residents.		0	Analysis complete		Environmental Housing	Sustainable Communities

Commence licensing the unlicensed HMOs identified from the BRE survey data	% unlicensed HMOs	0	80%			
Use the BRE data to analyse the possibility of additional or selective licensing in part or all of the borough, with the intention of improving the standard of those HMOs that are outside the criteria of the mandatory scheme (i.e. less than 3 storeys and/ or with fewer than 5 residents).		N/A	Analysis complete			
Encourage landlords to license their HMOs, but where necessary, to seek to prosecute all landlords who refuse to license their HMOs.						

Cabinet

Date: 8 June 2015

Subject Budget out-turn 2014/15

Lead officer: Paul Dale

Lead member: Councillor Mark Allison

Recommendations:

1. That Cabinet note the draft provisional revenue outturn for 2014/15
2. That Cabinet Approve the proposed net slippage into 2015/16 of £7,203k

1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

This report outlines the provisional; out-turn position for the last financial year (2014/15) and the issues that arise from it.

Section 2 – Summarises the draft outturn position of the Authority.

Section 3 – Reviews the outturn position for corporate items

Section 4 – Reviews the outturn position for service items

Section 5 – Reviews the detailed outturn position for service departments

Section 6 – Summarises the movement in reserves

Section 7- Provides information on the capital outturn

Section 2 – DRAFT REVENUE OUTTURN 2014/15

The following table summarises the out turn position for 2014/15 and more detail is Provided in Appendix 1

DRAFT OUTTURN	Current Budget 2014/15 £000s	Outturn £000s	Variance at year end £000s
Department			
Corporate Services	29,400	29,128	-272
Children, Schools and Families	44,755	47,203	2,448
Community and Housing	57,632	60,379	2,747
Public Health	255	255	0
Environment & Regeneration	20,526	21,825	1,299
Net Recharges	-599	-373	226
NET SERVICE EXPENDITURE	151,969	158,417	6,448
TOTAL CORPORATE PROVISIONS	10,576	7,964	-2,612
TOTAL GENERAL FUND	162,545	166,381	3,836

Business Rates	-33,253	-33,253	0
Grants	-49,710	-49,864	-154
Council Tax and Collection Fund	-79,578	-79,578	0
FUNDING	-162,541	-162,695	-154

NET	4	3,686	3,682
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2014/15	Budget (Mar)	Outturn (Mar)	OUTTURN Variance (Mar)
Expenditure	£000	£000	£000
Employees	95,450	96,299	849
Premises Related Expenditure	8,876	5,443	(3,433)
Transport Related Expenditure	13,725	15,221	1,496
Supplies and Services	168,705	173,607	4,902
Third Party Payments	84,608	92,077	7,469
Transfer Payments	108,048	112,538	4,490
Support Services	32,421	32,488	67
Depreciation and Impairment Losses	17,768	17,768	(0)
Corporate Provisions	10,576	7,964	(2,612)
GROSS EXPENDITURE	540,177	553,405	13,228
Income			
Government Grants	(263,764)	(260,509)	3,255
Other Grants, Reimbursements and Contribs	(23,311)	(26,341)	(3,030)
Customer and Client Receipts	(56,922)	(64,237)	(7,315)
Interest	(44)	(20)	24
Recharges	(33,020)	(32,852)	168
Balances	(570)	(3,064)	(2,494)
GROSS INCOME	(377,632)	(387,023)	(9,392)
NET EXPENDITURE	162,546	166,381	3,836

Arising from this the issues that need to be examined is;

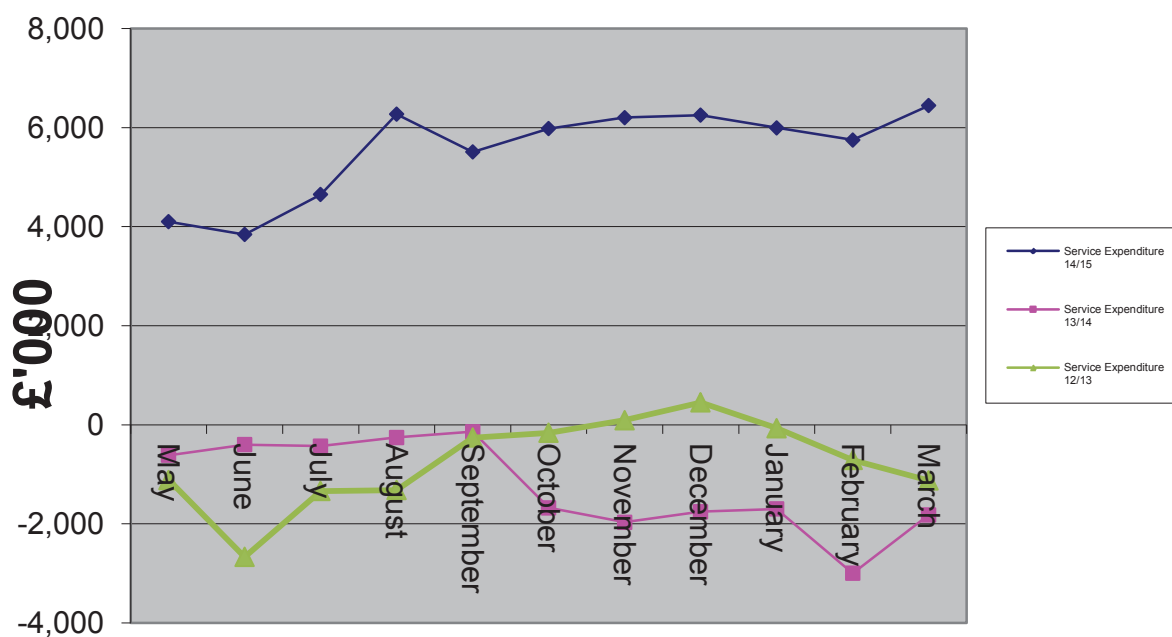
:

- The change in underspending in 2013/14 to overspending in 2014/15
- The sources of the overspending
- Comparisons to recent years
- The quality of forecasting.

In 2013/14 the overall under spending was £2.1m million (after movement to and from reserves) or 1.4% of the net budget. This was significantly less than in previous years. In 2014/15 the overall overspending was £3.8m or 2.4% of the net budget.

The net overspend will be met by an appropriation from General Fund balances.

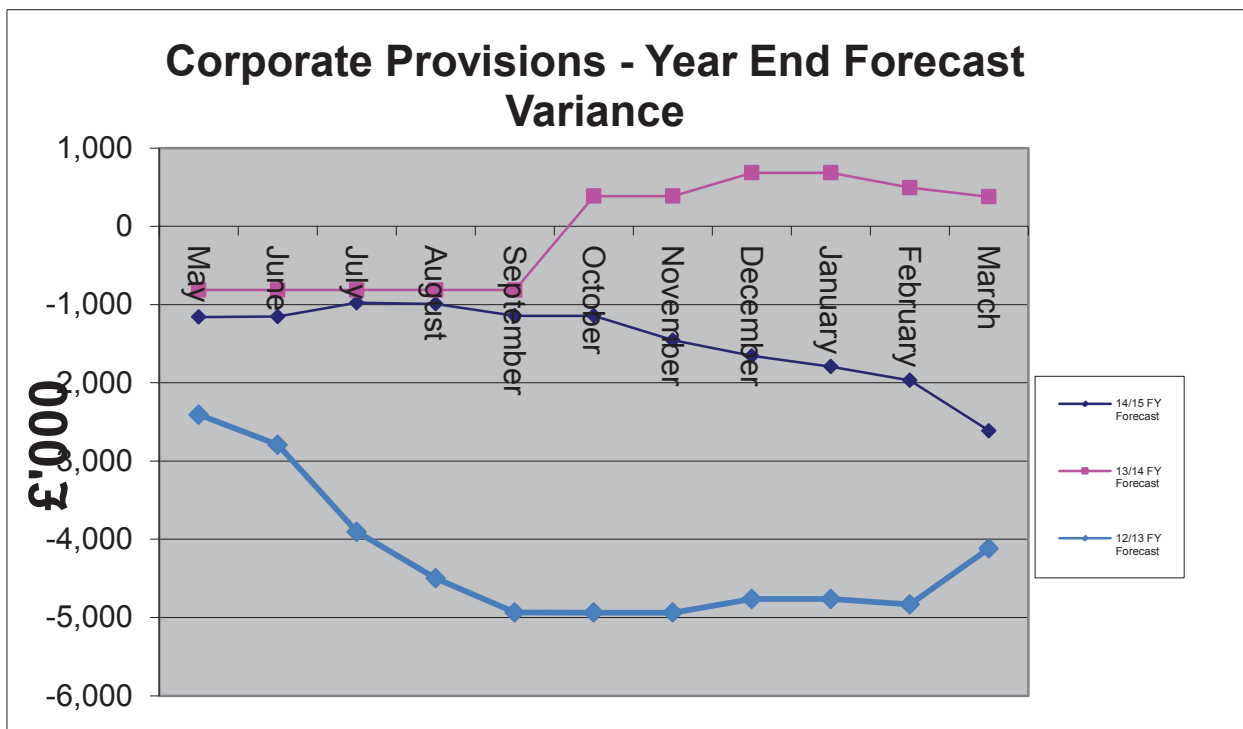
Service Expenditure - Forecast Year End Variance



Section 3 Corporate Items

- These budgets cover a wide range of significant areas including treasury management, contingency, contributions to past service deficiency on the pensions fund and contributions from government grants and use of reserves. The details comparing actual expenditure with budget are contained in Appendix 1 and 2. The summary position is as below.

Corporate Items	Year to Date Budget (Period 12) £000s	Year to Date Budget (Period 12) £000s	t Variance at year end (Period 12) £000s	Forecast Variance at year end (Jan.) £000s	2013/14 Year end Variance £000s
Cost of borrowing	14,012	14,217	205	-71	-166
Use for Capital Programme	0	0	0	71	512
Impact of Capital on revenue budget	14,012	14,217	205	0	346
Investment Income	-522	-907	-385	-154	-346
Pension Fund	15,949	15,649	-300	1,004	21
Pay and Price Inflation	918	35	-883	-250	-314
Contingencies and provisions	3,517	3,581	64	-1,389	845
Income Items	0	-914	-914	0	-177
Appropriations/Transfers	-6,461	-6,860	-399	-1,004	2,051
Central Items	13,401	10,584	-2,817	-1,793	2,080
Levies	931	931	0	0	0
Depreciation and Impairment	-17,768	-17,768	0	0	3
TOTAL CORPORATE PROVISIONS	10,576	7,964	-2,612	-1,793	2,429



2. The monitoring information throughout 2014/15 has been indicating that there will be an underspend in corporate items at outturn. This has been mainly in contingencies which have been held covering anticipated overspends arising from service pressures.

3. Impact of Capital on Revenue Budget
 Throughout 2014/15 a small underspend on the cost of borrowing has been forecast and it has been anticipated that this would be set-aside for use in future funding of the capital programme. However, costs arising from finance leases have led to a net overspend of £0.205m in the cost of borrowing. There will be a review of finance leases and their budgets during 2015/16.

4. Investment Income
 There has been a £0.385m over-achievement of investment income during 2014/15. Although, some additional investment income was forecast in monthly monitoring this has been exceeded. The main reason for the additional income is that the amount of investment has remained higher during the year than estimated when the budget was set. Further work will be undertaken in 2015/16 to improve the forecasting of cash flow and its impact on investment income.

5. Pension Fund
 During 2014/15 the planned contribution to the pension as part of the agreed deficit repayment plan was made as anticipated. The underspend of £0.300m is due to the provision for auto-enrolment not being utilised. These costs have been absorbed within departmental budgets.

6. Pay and Price Inflation
 The 2014/15 budget included provision for the 2014/15 pay award, prior to settlement and allocation to services, provision for potential areas of excess inflation and provision for utilities inflation which have proved volatile in the past. The level of inflation has remained lower than economic forecasts anticipated and has continued to fall in the first two months of 2015/16. This has led to an underspend on these budgets of £0.883m in 2014/15.

7. Contingencies and Provisions

This budget contains budgets for the provision of bad debts, loss of income arising from the P3/P4 site development, direct revenue funding of capital, provision for re-venueisation, Single Status/Equal Pay and general contingency.

The net underspend of £1.389m consists of the following main variations:-

- a) Provision for Bad Debts – Overspend £0.7m: This overspend arises primarily from the provision for HB overpayments which has increased as a result of the DWP's exercise Real Time Initiative with HMRC.
- b) P3/P4 - Underspend £0.4m: The underspend is due to the delay in commencing with the proposed development which means that car parking income has continued on the site.
- c) Single Status/Equal Pay – Underspend £0.1m: All lump sum costs incurred for Single Status/Equal Pay awards agreed in 2014/15 have been charged against the provision set aside for this purpose.
- d) Re-venueisation and Miscellaneous – Overspend £0.4m
- e) Contingency – Underspend £0.5m: A balance of £0.5m was not utilised.

8. Income Items

The underspend is mainly due to £0.8m income relating to CHAS Intellectual Property.

9. Appropriations/Transfers

There have been a number of movements to/from reserves. The £0.4m balance reflects the charge for PFI against the OCPB Reserve as agreed by Cabinet.

Section 4 Overall Service Spending

Major out – turn issues

Prior to 2013/14 there had been major underspending on service activity overwhelmingly in the areas of waste, children’s social care and Adult Social Care. This overspending reduced substantially in 2013/14 mainly as a result of previously overprovided budgets in the areas of waste and adult social care being reduced by offering them up as savings in setting the budget. In 2014/15 services overspent.

In recent years the same 3 areas of the budget had been responsible for the majority of under spending. The scale of this was substantially reduced in 2012/13 and 2013/14.

Service Spending 2014/15	Current Budget	Outturn Variance to budget	Outturn Variance to budget	Budget as % of Council Budget	Overspend as % of Overspend
	£'000	£'000	%	£'000	£'000
Adult Social Care	53,399	2595	4.86%	35.14%	40.25%
Waste	14,486	1440	9.94%	9.53%	22.33%
Social Care , Youth Inclusion and Commissioning	18,794	1867	9.93%	12.37%	28.95%
Total 3 major areas	86,679	5,902	6.81%	57.04%	91.53%
The Rest	65,290	546	0.84%	42.96%	8.47%
Total	151,969	6,448	4.24%	100.00%	100.00%

In 2014/15 the 3 service areas previously with large under-spending all shifted to having large overspendings. The causes of this require further investigation.

Outside these major services, in recent years, there has been a low aggregate variation from the budget. The bottom line position remains so in 2014/15 but there are areas with significant under and overspendings . Most areas of under spending arose from savings being taken early. They were a useful partial counter balance to the overspending areas.

An exercise needs to be completed assessing the impact of under and overspendings on the 2015/16 budget. Specific areas are discussed in the service section below. A further report will be brought to CMT outlining the lessons learnt and detailed actions required.

Section 5 Detailed Service Spending

Corporate Services

14/15	Current Budget £000	Full year Outturn £000	Outturn variance £000	Jan Forecast Variance £000	Outturn variance 13/14 £000
Business Improvement	3,147	2,889	-259	-78	-32
Infrastructure & Transactions	9,669	9,322	-347	-184	-130
Resources	7,430	7,175	-255	-278	-284
Human Resources	2,457	2,431	-26	-25	-46
Corporate Governance	3,083	2,651	-433	-276	-185
Customer Services	2,342	2,070	-273	-104	-752
Corporate Items including redundancy costs	1,272	2,591	1,320	910	696
Total (controllable)	29,400	29,128	-272	-35	-733
Overheads	-16,141	-16,559	-419		
Total	13,260	12,569	-691		

Business Improvement – underspend £259k

The main reasons for the underspend is a £130k underspend on vacant posts in the new systems and development team structure due to the delay in successful recruitment and an overachievement of street naming income of circa £50k.

Infrastructure and Transactions – underspend £347k

The forecast underspend of £185k is due to vacant posts, reduced first quarter's printing costs and future year savings captured early.

Resources – underspend £255k

This underspend is mainly due to vacant posts and future year savings being achieved in the current year.

Human Resources –underspend £26k

There is an underspend on vacant posts being held as future years savings of approx. £90k. This is partly offset by the loss of schools SLA income of £30k due to the pressure from external providers and an overspend on the iTrent payroll function.

Corporate Governance – forecast underspend £433k

There is an underspend of £125k following the transfer of the Benefits Investigation team to the DWP under the Single Fraud Investigation Service.

There is an underspend of approx. £110k on various non salary budgets which are being held as future year savings.

The SLLP achieved an underspend of which Merton's share was £30k.

The electoral registration budget underspent by £40k.

Customer Services – forecast underspend £273k

The Local Welfare Support discretionary scheme continued to underspend in 2014/15. The underspend of £300k was transferred to the local welfare support reserves for use in future years as there is no other funding available for 2015/16.

There was an overachievement of income in the Registrars office of £60k due to demands for the service.

Various vacant posts within the division delivered an underspend of £180k.

The Corporate Communications sponsorship, advertising and filming income target remains an on-going issue and was underachieved by £70k.

Corporate items – forecast overspend £1,320k

The Housing Benefit grant claim (£92.5m) for 2013/14 has been audited and identification of a number of errors within testing of claims has resulted in an initial loss of subsidy. £650k has been provided for this.

There was also a £600k overspend on Housing Benefits. This is due to Non- HRA rent rebates which do not attract subsidy and an increase in the bad debt provision for overpayments based on collection rates due to an increase in overpayment identified by the DWP as part of the Real Time Initiative in conjunction with HMRC.

Environment & Regeneration

Environment & Regeneration	2014/15 Current Budget	Full year Outturn (March)	Outturn Variance (March) £000	Forecast Variance at year end (Jan) £000	2013/14 Variance at year end £000
	£000	£000			
Public Protection	(5,805)	(5,858)	(53)	116	179
Sustainable Communities (Excl. T&H)	3,998	3,859	(139)	(134)	(54)
Traffic & Highways (T&H)	8,497	8,839	343	275	(122)
Waste Services	14,486	15,926	1,440	1,371	(1,116)
Other	(650)	(941)	(292)	(322)	537
Total (Controllable)	20,526	21,825	1,299	1,306	(576)

The Department has a year-end direct **overspend of £1,299k;**

Description	2014/15 Current Budget £000	Outturn Variance (March) £000
Underachievement of income in Parking Services	(12,077)	147
Employee underspend Safer Merton	848	(91)
Overachievement of income Environmental Health	(344)	(41)
Overachievement of other Grants and Contribution within Parking	0	(35)
Other	(5,424)	(33)
Total for Public Protection	(5,805)	(53)
Employee overspend within Building & Development Control	1,594	200
General Supplies & Services underspend within Building & Development Control	211	(64)
Overachievement of income within Building & Development Control	(1,859)	(65)
Overachievement of rental income in Property Management	(4,041)	(181)
Supplies and Services overspend within Property Management	156	57
Employee overspend within Greenspaces	2,273	142
Tree overspend within Greenspaces	737	78
Overachievement of Other Grants & Contributions within Greenspaces	(97)	(160)
Underachievement of Customer & Client Receipts within Greenspaces	(1,792)	79
Overachievement of Other Grants & Contributions within Future Merton	(472)	(91)
Underspend on 3 rd Party Payments within Future Merton	389	(106)
Employee underspend within Senior Mgmt & Support	785	(51)
Other	16,763	43
Employee related underspend within Traffic & Highways	1,819	(234)
General Supplies & Services underspend within Traffic & Highways	263	(93)
Reduction in ability to Capitalise expenditure	(464)	464
Underachievement of Customer & Client Receipts in Traffic & Highways	(1,493)	16
Overspend on third party payments within Traffic & Highways	(2,277)	170
Total for Sustainable Communities	12,495	204
Employee overspend within Waste Services	7,374	316
Transport related underspend within Waste Services	1,962	(155)
General Supplies & Services underspend within Waste Services	1,078	(169)
Overspend on 3 rd Party Payments – principally SLWP	6,763	909
Shortfall in Waste Services income – principally Commercial Waste	(3,067)	527
Other	376	12
Total for Waste Services	14,486	1,440
Transport Services	(650)	(292)
Total for Street Scene & Waste (Excl. Waste Services)	(650)	(292)
Total Excluding Overheads	20,526	1,299

Main Variances

Public Protection

Parking Services overspend of 121k

This is due to a reduction in PCN related income due to improved compliance from motorists and the free parking Christmas scheme in Council car parks (60k).

Safer Merton underspend of £150k

This is due to vacant posts remaining unfilled (91k). There is also an underspend on third party hired services due to delays in commissioning work, which is now due to take place in 15/16.

Sustainable Communities

Building & Development Control (B&DC) overspend of £56k

This is mainly due to an employee overspend of £200k which is the result of the additional temporary staff employed for the agreed 2 year fixed term in order to enhance the service. This is partially offset by an underspend of £64k on supplies and services, and an overachievement of income of £62k.

Greenspaces overspend of £203k

This is largely due to an employee overspend of £142k, caused by cover for annual leave and sickness to maintain service standards (£60k), paddling pools staff (£40k), Wimbledon fortnight staff (£15k), and fireworks staff (£15k). There is also a 79k underachievement of income relating to rents (£25k), and the hiring of open spaces e.g. Wimbledon Park athletics track (£40k). These unbudgeted activities will need to be reviewed in 2015/16.

Added to this is a tree maintenance overspend of £78k. This is due to the 1, 3 and 5 yearly checks all occurring in the same financial year. This is a very rare occurrence and will not be repeated until 2045.

These overspends are being partially mitigated by the reversal of a prior year corporate write-off of £90k. This will not be available in 2015/16 so the budget pressure on this service will be greater. This a service that will need close attention to its budget performance in 2015/16

Traffic & Highways overspend of £343k

This is a result of clearer understanding of guidelines meaning fewer highways maintenance costs are able to be charged to Capital. This has now been addressed and these budgets will no longer appear in 15/16 revenue budgets.

The section also has an income shortfall of £235k, mainly relating to the London Permitting Scheme (LoPS) and street work activities, due to greater compliance.

The overall overspend is partially offset by an employee underspend of £234k.

Property Management underspend of £118k

This is a due additional commercial rental income of £181k as a result of occupancy rate nearing 100%. This is partially offset by slight overspends on premise related R&M costs, and general supplies and services costs.

Future Merton underspend of £179k

This is due to a £90k contribution from Merton Priory Homes for Future Merton staff work on a Local Plan framework to guide the delivery of the estate regeneration project.

There is also an overachievement of grants and contributions of £91k. This is largely a result of European income relating to 'CycleCities' (£84k). The scheme was intended to only recover costs but LBM was also reimbursed for general funded staff time for the project lifespan (3 years). This project ended in 14/15.

Senior Management & Support underspend of £89k

This is a result of leaving vacant posts unfilled to mitigate against the overall E&R overspend (£51k), and an underspend on supplies & services (£24k).

Street Scene & Waste

Waste Services overspend of £1,440k

This is mainly due to a shortfall in Customer & Client receipts of £527k. Commercial activities were the main source of this due to an income shortfall of £658k, which compares to a shortfall of £389k in 2013/14. An agreed saving of £250k was implemented in 2014/15 for Commercial Waste and has not been met.

Following a commercial review of the trade service by Eunomia, the service is currently implementing an agreed action plan. A revised Commercial Waste Strategy is currently being developed by the Head of Commercial Sales. Alternative savings were identified and agreed in 2014/15, which will result in the income target being reduced by £500k in 2015/16.

The section also has an employee related overspend of £316k. This is due to an historic misaligning of budgets with the actual cost of activities undertaken by refuse collection and street cleansing. There is also an element of non-contractual overtime and agency cover for sick leave absences.

Waste has an overspend of £612k relating to the operational and disposal costs associated with the management of the HRRC and transfer station.

Waste is one of the key budgets where improved budgetary control is required in 2015/16 along with measures to deal with any overspends this year.

Transport Services underspend of £292k

This is largely a consequence of an employee underspend (£95k) and an overachievement of external income (£142k). In order to reduce costs and improve efficiency, a restructure was implemented that combined the two manager posts into one. Also, due to difficulty in recruiting suitably skilled vehicle fitters, the section has only recently been able to appoint to one of the two vacant posts.

The overachievement of external income is largely a result of securing additional work, over and above their original expectations. This account should be balance to zero with any surplus being redistributed to users.

On Street Parking Account

Details of the 2014/15 Car Parking Account can be found in Appendix 4 (to follow).

Children Schools and Families

Children, Schools and Families	2014/15 Current Budget £000	Full year Outturn (Mar) £000	Outturn Variance at year end (Mar) £000	Forecast Variance at year end (Jan) £000	2013/14 Variance at year end £000
Commissioning, Strategy and Performance	7,104	8,391	1,287	1,389	449
Education	16,459	17,412	953	1,032	370
Social Care and Youth Inclusion	11,690	12,270	580	770	(268)
Public Health contribution	0	(415)	(415)	(415)	0
PFI	7,429	7,435	6	(12)	29
Redundancy costs	2,073	2,112	39	17	(24)
Total (controllable)	44,755	47,205	2,450	2,781	556

Overview

At the end of March Children Schools and Families had a net overspend of £2.450m on local authority funded services. This has been netted down by one off Public Health money of £415k making the underlying overspend £2.865m, (£3.196m in January) a reduction of £331k.

Along with a 39% increase in birth rate, there were a number of duties placed on the Local Authority which were not fully funded or not funded at all. These include remand costs, no recourse to public funds (NRPF) and the requirement to support care leavers. This was compounded by the Children and Families Act requirements from September 2014.

The department is also facing considerable pressures on staffing costs due to the “social work” market factors. To combat these pressures the department has been taking action to ensure that its services are being accessed through robust and consistent eligibility criteria, that it is procuring services with a strong focus on value for money and that it is working closely with the council’s HR section and E&R department to address staffing and transport pressures.

Local Authority Funded Services

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

Description	Budget £000	Mar £000	Jan £000
Fostering and residential placements (ART)	4,169	1,052	1,061
Supported lodgings/housing	627	427	420
Procurement & School organisation	953	(128)	(106)
Legal cost	519	(123)	(110)
Other small over and underspends	490	59	124
Subtotal Commissioning, Strategy and Performance	7,104	1,287	1,389

SEN Transport	2,778	1,165	1,177
No Recourse to Public Funds (NRPF)	0	73	66
Staffing underspends across education services	1,791	(280)	(283)
Other small over and underspends	11,890	(5)	72
Subtotal Education	16,459	953	1,032
Social work staffing costs	2,689	315	468
No Recourse to Public Funds (NRPF)	20	368	306
Supported lodgings/housing	13	161	187
Special guardianship orders (SGO)	442	164	137
Independent review and service quality	487	210	215
Setting up home allowances	90	194	155
Family & Adolescent Services	1,384	(179)	(245)
CAMHS	298	(207)	(198)
Serious case review	75	(76)	(66)
Other small over and underspends	6,192	(370)	(189)
Subtotal Children's Social Care and Youth Inclusion	11,690	580	770
Public Health contribution	0	(415)	(415)
Subtotal PFI	7,429	6	(12)
Subtotal Redundancy cost	2,073	39	17
Grand total Children, Schools and Families	44,755	2,450	2,781

Commissioning, Strategy and Performance Division

- While the numbers of Looked After Children (LAC) remain stable, the complexity of a significant proportion of cases is causing the net overspend of £1.052m. This includes on-going pressures on independent agency fostering of £128k, in-house fostering of £324k, residential placements of £686k and £18k on secure accommodation costs which is offset by underspends in mother and baby placements of £104k.
- The budget for semi-independent and supported lodgings/housing placements overspent by £427k. This budget is used to finance placements for young people aged 16/17 who require semi-independent provision and for Care Leavers through to independence or, in some cases, through to the age of 21. There has been an increase in forecast expenditure since April 2014 due to increase in caseload as some young people have now reached 18 and funding for their placement has transferred from the LAC placement into this budget. Because of their specific needs, some young people have also needed to move placements and this has resulted in increased expenditure on those placements.
- Procurement and school organisation budgets underspent by £128k as a result of not recruiting to vacancies and a lower spend forecast on revenue budgets.
- The direct charging budgets for the shared legal service underspent by £123k.
- There are various other small over and underspends across the division netting to a £134k underspend. These combine with the items described above to arrive at the total reported divisional overspend of £1.287m.

Education Division

- SEN and FE transport cost overspent by £1.165m due to the increased complexity of cases and higher than anticipated charges from the service provider. The overspend is split between core routes SLA increase (£301k) and taxi usage (£864k). This is due to more children with challenging behaviour requiring individual transport with accompanying escorts as well as the

additional costs of providing cover for transport escorts who are off sick. Work continues to ensure the most cost effective routing for individual young people.

- The No Recourse to Public Funds (NRPF) budgets overspent in total by £441k for the current financial year. These overspends was across education (£73k) and CSC (£368k). This increase in cost is in response to case law regarding housing families with no recourse to public funds (Zambrano & Clue cases). This is an issue across London.
- As part of management action, where possible, recruitment to vacancies have been delayed to reduce the overall departmental overspend. This resulted in an overall underspend of £280k.
- There are various other small over and underspends across the division netting to a £5k underspend. These combine with the items described above to arrive at the total reported divisional overspend of £953k.

Children's Social Care and Youth Inclusion Division

- The green and purple central social work teams and MASH team staffing budgets are overspent by £315k. As highlighted in the budget reports to Cabinet and Council, additional capacity is being kept under regular review and six additional social workers are funded quarterly from the corporate contingency. On top of the additional staff, the teams are also required to cover vacancies with agency staff due to difficulty in recruiting permanent members of staff. This cost fluctuated during the course of the year due to our ability to recruit permanent members of staff to our vacancies. A £74k retention payment to 37 permanent social workers was agreed to be paid. £18k of this has been included in 2014/15 and the remainder will be paid in the new financial year.
- The NRPF budgets are overspent by £368k in CSC for the current financial year. See second bullet point under education division for details.
- The budget for semi-independent and supported lodgings/housing placements in the 14+ team overspent by £161k. This is due to a combination of one-off overspend as a result of CareFirst packages that was not accrued for in the previous financial year, and on-going support cost increasing.
- Special guardianship orders (SGOs), adoption allowances and residence orders overspent by £164k during the current financial year due to an increase in caseload as well as increased fees resulting from case law.
- The independent review and service quality team is overspent by £210k. This is due to the use of agency staff to cover permanent IRO and manager vacancies. 50% of the posts (6 of 12) in the service are currently covered by agency staff.
- The setting up home allowances budget is overspent by £194k. This is due to a historic budget shortfall which used to be offset by underspends on supported lodgings which, due to increased statutory requirement, are now also overspending.
- We have been able to fund some elements of core salaries from specific one-off grants. This combined with management action to delay recruitment to vacant posts resulted in an underspend of £179k in Family and Adolescent services.
- The Children and Adolescent Mental Health Service (CAMHS) underspent by £207k due to vacancies.

- The serious case review budget underspent by £76k because there has been no need to commission reviews during the current financial year
- There are various other small over and underspends across the division netting to a £370k underspend. These combine with the item described above to arrive at the total reported divisional overspend of £580k.

Dedicated Schools Grant

DSG funded services underspent by £1.360m (£573k last month). These budgets are not within the council's general fund and cannot be offset against the local authority funded budgets. This was added to the DSG reserve and it will be applied after consultation with Schools Forum in June 2015. Variances between individual subjectives have been shown in the overall departmental subjective analyses.

The post 16 SEN provision overspent by £586k at year-end. The responsibility of these payments transferred to Authorities in 2013/14. The overspend is due to the DfE not providing sufficient funding to cover the cost of Further Education (FE) colleges and Independent Specialist Providers (ISP).

Due to an increased cost and numbers of children in Independent Day School provision, this budget overspent by £970k. Some of the DSG increase for 2015/16 has been earmarked to cover these two budget pressures in future. This is partially offset by an estimated underspend of £830k in Independent Residential School provision.

The overspends are offset by a two year old offer underspend of £1.194m which will be earmarked to developing this market over the following two years to ensure sufficient capacity. There are various other smaller over and underspends across the DSG which, combined with the items above, equates to the net underspend of £1.360m.

Management Action

Public Health

- Of the £500k public health underspend allocated to CSF, £415k was used to offset Early Years costs relating to improving young children's health and wellbeing which enabled us to use existing general fund money to offset overspends on LAC placements.

Staffing

- We have recruited 7 NQSW who started before Christmas and a further 3 started in February supported and quality assured by a practice assessment manager. As these staff complete their assessed year they will reduce our dependency on agency workers.
- We have recruited 22 permanent staff, the majority of which were in post by 1st April 2015 reducing the effect of agency cost next year.
- We have worked with HR on a retention payment to reduce social worker turnover.
- These will all have a positive impact on 15/16 and we will continue to take action to bring down agency/staffing costs.

Placements

- Our edge of care panel continues to ensure that entry to care thresholds are maintained and we are in particular raising entry to care in the teenage years. The impact of increased numbers of UASC is in particular affecting our LAC numbers and we remain in the lowest rate of care range in London.
- Work continues to ensure we lever in appropriate health contribution to children with complex needs and our ART service is driving down placement costs including through regional partnership commissioning.

- We have implemented smarter commissioning practices through working with providers to negotiate reductions on PVI placements and supported lodgings/housing placement costs and cost avoidance on proposed fee increases. The implementation of a “Staying Put” policy as required by new legislation which enables young people to remain in their foster placements post 18 is likely to be a cheaper option for those young people who request it rather than moving into semi-independent provision. We are also maximising the uptake of Housing Benefit for young people aged 18+.

Transport

- We are modelling the potential impact of personal budgets from transport for 15/16 to assist in delivering cost reduction solutions to individual children’s transport needs.
- We are monitoring tight eligibility thresholds and defending appeals and we have extended our independence travel training.
- We have been piloting the use of some of CSF staff to transport very complex needs children to establish if this better meets young people’s needs and reduces cost.
- A review of the costs of the provision involves all departments is taking place as part of our Transformation work. Issues regarding the costing methodology are being resolved and departments are working closely together to ensure the buses and taxis are used most cost efficiently. E&R are working hard to reduce staff sickness levels with the aim to reduce the cost of agency cover. Although sickness levels are reducing, it remains higher than the council average. The ability of the in-house service to transport children with very challenging needs remains an issue.

New burdens

- As previously mentioned, there are a considerable number of duties placed on the Local Authority which have not been fully funded or not funded at all. The table below highlights the estimated overspends relating to these duties:

Description	Budget £000	Mar overspend forecast £000	Jan overspend forecast £000
Supported lodgings/housing	627	427	420
No Recourse to Public Funds (NRPF)	20	441	372
Special guardianship orders (SGO) & residence orders	442	164	137
Fostering	0	15	15
Total	1,435	1,047	1,199

- Young people aged between 18 and 21 now have the right to stay in their foster placements beyond 18 including whilst attending university. This means their fostering placement has to remain open to them and the in-house foster carer or Independent Fostering Agency will have to continue to be paid.
- Young People on remand are classed as being LAC and also have access to care leavers’ services across a range of budgets. These are in excess of the figures in the table above but included within the overall projections for the department. As the system does not separately identify costs relating to remand cases, it is not possible to identify this separately.
- Unaccompanied Asylum Seeking Young People are also required to receive these leaving care services and we have 11 over 18s which is putting pressure on the UASC budget.
- The majority of families presenting as NRPF needs are housing. Meetings are on-going to discuss options to reduce cost and strengthen processes and procedures. The work being undertaken by Housing Needs to stimulate supply will assist in reducing these costs. Discussions are on-going regarding the most economic way of procuring housing for families with no recourse to public funds.

- We estimate that the equivalent of 6 social worker posts is currently used to support these additional burdens. This increase the actual cost to Merton to £1.392m.

Community and Housing

As at the end of March, C&H had a net over-spend variance of £2.748m an increase of £802k in the over-spend reported since the January forecast. The main contribution to this variation came from the placements and placements income lines and further work is included below to explain these changes both of which occurred in the department's most volatile budget.

Community and Housing	2014/15 Current Budget £000	Full Year Out-turn (Mar) £000	Variance (Out-turn) £000	Forecast Variance (Jan) £000	2013/14 Variance at year end £000
Access and Assessment	43,213	45,861	2,648	1,805	(1,256)
Commissioning	5,141	4,919	(221)	(104)	(116)
Direct Provision	4,150	5,042	892	826	214
Directorate	896	672	(223)	(186)	70
Contribution from Public Health	0	(500)	(500)	(500)	0
Adult Social Care	53,399	55,995	2,595	1,841	(1,088)
Libraries and Heritage	2,465	2,469	4	(18)	27
Merton Adult Education	(248)	6	254	150	(29)
Housing General Fund	2,015	1,910	(105)	(27)	(32)
Total (controllable)	57,632	60,380	2,748	1,946	(1,122)

This overspending for adult social care has been netted down by one off Public Health money of £500k and a pre-agreed addition of £210k from ASC reserves to meet additional requirements for DOLs assessments brought about by the Cheshire West judgement meaning that the underlying over-spending for ASC is £3.305m.

Access and Assessment - £2.648k over-spend

Access and Assessment	Variance (Mar) £000	Forecast Variance (Jan) £000
Gross Placements overspend	3,689	3,332
Miles –Reablement over-spend	371	345
Other A&A under-spends	(725)	(722)
Sub-total Net over-spend	3,335	2,955
Over achievement of Client Contribution	(612)	(1,075)
Helping People at home grant **	(75)	(75)
Sub-Total over-achievement of Income	(687)	(1,150)
Total A&A Forecast over-spend	2,648	1,805

Description	Budget £000	Variance (Mar £000	Forecast Variance (Jan) £000
Placements			
Gross Placements	37,560	3,689	3,332
Client & CCG Contribution Income	(11,749)	(612)	(1,074)
NHS Social Care Transfer Income	(2,266)	0	0
Helping People at home revenue grant	0	(75)	(75)
Miles Reablement	1,733	371	345
Concessionary Fares & Taxicard	9,045	(45)	(44)
Care-first	124	(117)	(122)
Other Access & Assessment	8,765	(564)	(557)
Total Access & Assessment	43,212	2,648	1,805
Commissioning			
Brokerage, Contracts, Performance & Planning & Comm	1,130	(237)	(172)
Voluntary Organisations - grants	893	138	167
Voluntary Organisations – Contracts	328	(24)	(24)
Voluntary Organisations – Dementia contract	227	11	20
Pollards Hill Contract	171	32	32
Supporting People grant	2,392	(141)	(127)
Sub-total Commissioning	5,141	(221)	(104)
Direct Provision			
Day Centres - Transport	205	604	606
Day Centres	1,990	(58)	(64)
Supported Living	862	109	82
Residential	795	222	203
Mascot	(29)	5	(8)
Other Direct Provision	327	10	7
Subtotal Direct Provision	4,150	892	826
Directorate	896	(223)	(186)
Contribution from Public Health – Ageing Well Grants	0	(500)	(500)
Sub-total Adult Social Care	53,399	2,648	1,841
Libraries	2,465	4	(18)
Merton Adult Education	(248)	254	150
Housing			
Temporary Accommodation	95	84	(4)
Homelessness Prevention	353	(127)	0
Housing Advice & Options	559	(7)	(6)
Housing Needs	279	(43)	(54)
Housing Strategy	137	(18)	(8)
Housing Supply & Development	264	(3)	(5)
Housing Environmental Health	345	(59)	(15)
Merton Action Single Homeless	50	0	(2)
Reserves Funding Adjustment	(67)	67	67
Sub-total Housing	2,015	(106)	(27)
Grand total Community and Housing	57,632	2,748	1,946

Adult Social Care

Adult Social Care is one of the main areas of overspending in the council

Gross Placements Overspend £3.6m

The total gross placement budget for 2014-15 is £37.6m and out-turn total expenditure was £41.2m , this is £357k more variance between February forecast and March out-turn.

Gross expenditure in the placements budget is complex to monitor and depends on CareFirst records and care packages always being up to date.

This placements budget included £2.3m net growth allocated in setting the budget to deal with volume increases and savings of £1.916m through improved efficiency, procurement, service changes, and managing demand.

The table below details the current number of clients and care packages numbers, there was an increase of 35 new packages between February and March mainly in the Older People client group.

Activity Data – Care Package Numbers	No of Care Packages March 2015 (No's)	No of Care Packages January 2015 (No's)	No of Clients March (No's)	No of Clients January (No's)
Service Area				
Mental Health	138	138	123	125
Physical and Sensory	288	281	221	217
Learning Disabilities	381	384	314	313
Older People	1,640	1,608	1,187	1,169
Substance Misuse	6	11	5	11
No recourse to public funds	17	17	10	10
TOTAL	2,470	2,439	1,860	1,845

The table below details the final placements expenditure compared to the February Forecast

Activity Data – Care Package Numbers	Total Actual Commitment March 2015 £000	Total Yearly Commitment January 2015 £000	Variance to Forecast £000
Service Area			
Mental Health	1,621	1,720	(99)
Physical and Sensory	4,215	4,316	(101)
Learning Disabilities	13,394	13,166	228
Older People	21,310	21,071	239
Substance Misuse	241	195	46
No recourse to public funds	202	204	(2)
Transport	238	258	(20)
Other Placement Expenditure	28	77	(49)
TOTAL Gross placement expenditure	£41,249	£40,953	296

Placement Pressures :-

Although there is evidence of success in managing demand and making specific savings, there are pressures in this area which are making it difficult to realise all savings. These include:

- Commitment on Mental Health placements for joint funded placements. It has been agreed that the joint panel arrangements will be reviewed to ensure funding of placements are apportioned on a fair basis with the CCG.
- Transitions costs from children coming through to adult services with greater and more complex needs. For example for those young people attending college, there is an increasing demand for accommodation and support to be arranged for them in holidays rather than their being with their families. This reflects the increased level of disability and challenging behaviour.
- A higher rate of dependency among those being discharged from hospital. One indicator for this is the number of people requiring two members of staff for transfers (e.g. between bed and chair), commonly referred to as “double ups”. The number requiring this has increased.
- Demography (e.g. increase in dementia in customers over 65 and corresponding increase in support needs)
- Greater challenge from the NHS in some cases where they have been funding or co-funding individuals
- The local provider market for social care. Merton has for some time had the benefit of lower than average unit costs and fees, partly through some long standing block contracts. As these block contracts are coming to an end the providers are demanding what they can get on the open market, and are comparing what Merton will pay with the rates they get from other neighbouring local authorities. This is in some cases causing cost increases.
- The Cheshire West judgement for Deprivation of Liberty Safeguards (DOLS). This Supreme Court interpretation of the Mental Capacity Act legislation has led to a much larger number of people in hospitals, care homes and community settings to require assessment as to whether they have the capacity to consent to where they are and, if they don't, whether the arrangement is in their best interests.
- The No Recourse to Public Funds (NRPF) pressures

Placements Income

The income budget was re-aligned as part of budget setting.

The placements income over-achieved by £612k. However this is £463k less than January forecast.

There were fewer clients in residential placements resulting in significantly less client contribution

The monitoring of income is a key budget area where enhancement of the monitoring needs to be further developed.

The effective overspend on net placements costs, taking both income and expenditure together, is therefore c. £3m.

Commissioning under -spend £221k

There is £183k salaries under-spend due to vacancies across the commissioning team.

Supporting People grant is £141k under-spend.

There is an over-spend of £138k on Voluntary organisations grants.

There are other small variances across the commissioning budgets.

Direct Provision over-spend £892k

The main cause of the overspend are Transport and Staffing

Transport SLA (Core-route) - £604k Over-spend

Operational measures have been taken to reduce volumes within the SLA, but this volume reduction has not been matched by a reduction in charges

Supported Living schemes - £109k net overspend

Supported Living use a lot of bank hours , the budgets are to be reviewed and the correct number of posts can be recruited accordingly .

Day Services - £58k net under-spend

Although Day services has a net underspend, salaries budgets were £127k overspent . This is mainly due to a vacancy factor being in place but no staff movement throughout the year. The budget will be re-aligned in 2015/16 and manager and senior positions will be reduced. There are a number of posts at JMC on a fixed term contract which have been kept on that basis to give some flexibility to downsize.

Residential Homes £222 k over-spend

Salaries budget was £187k over-spent.

There has been a need to increase staffing on a temporary basis.

Meadowsweet has an overspend as they provide staff to cover Cliveden Road, which is a Supported Living unit. There is a discrepancy between the amount of clients supported through the Supported Living team and the budget available. This is the historical Haslemere Avenue budget, when the number of clients supported was 12 clients. The complexity of people supported has also increased. The team now supports a total of 32 clients over four sites.

There are other small variances across the Direct Provisions budgets.

Directorate - £223k under-spend

The under-spend includes £125k care act implementation grant received which prevents the need to fund projects from existing resources and reduces the overall over-spend for C&H.

Libraries- £4k over-spend

There was a very small overspend on this service

MAE - £254k over-spend

The over-spend increased by £104k from that predicted in January .

The main cause of the over-spend is due to under-achievement of Income as a result of changes in the SFA funding regime made after budget setting in previous years and the non delivery of savings.

Staff costs increased due to additional payments during handover period of staff leaving and additional costs due to tutor moderation and staff meetings

Grant income reduced by by Clawback relating to Academic year 2013/14 and underachievement of Fee income

Strategic options for the service from 2015 onwards are being implemented and the service commissioned.

Housing - £105k under-spend

There are various small over and underspends across Housing netting to £105k under-spend.

Bed and Breakfast accommodation budget is £84k over-spend .

At the end of March there were a number of cases where Housing benefits had not been calculated and some cases where eligibility issues have been resolved but housing benefits have not been posted. As a result the actual Housing benefit income was less than forecast.

The Homelessness Prevention budget is £127k under-spend mainly as a result of a credit adjustment posted to this budget from balance sheet management reconciliation - £99k

Environmental Health budget is £59k under-spend as additional income was received from recovery of costs and charges for services.

Public Health

Public Health is underspend by £1.075m, an increase of £360k in the under-spend reported in January.

Public Health	2014/15 Budget £000	Final Out-turn (Mar) £000	Out-turn Variance £000	Forecast Variance (Jan) £000	2013/14 Final Out-turn £000
PH - Directorate	1,167	861	(305)	(75)	631
PH- Contraception	706	679	(26)	11	589
PH - STI Testing and Treatment (GUM)	2,060	2,170	110	284	2,275
PH - SH Advice, Prevent and Promotion	360	263	(97)	(79)	301
PH - NHS Health check	232	249	17	(1)	172
PH - Falls Prevention	66	65	(1)	0	55
PH - Obesity	354	327	(28)	(26)	357
PH – Live well (including smoking cessation)	355	320	(35)	(39)	346
PH - Substance Misuse (drugs and alcohol)	2,056	1,635	(422)	(317)	1,837
PH - School Nursing (including National Child Measurement programme)	628	624	(4)	(16)	570
PH - Surveillance and Control of Infectious Diseases	10	1	(9)	(8)	0
PH - Community Services Contract Estates	282	282	0	0	188
PH - New Investments	850	575	(275)	(449)	0
Total Public Health (controllable)	9,126	8,051	(1,075)	(715)	7,321
PH – Non-Recurrent Projects funded from Reserves	1,440	1,440	0	0	0
Total Public Health (including funding from Reserves)	10,566	9,491	(1,075)	(715)	7321

There are a number of reasons for the underspend in 2014-15.

The Public Health team only recruited its final post at the end of September 2014, which not only created an underspend on the staff budget, but also delayed delivery of the prevention portfolio where the main underspends are found. In addition, the Public Health commissioning manager for substance misuse continues to procure a new CCTV contract for LBM, delaying work on the Public Health substance misuse agenda.

Reviews of inherited services are now complete, with the exception of Livewell, which will be complete by end June 2015. This gives the PH team the opportunity to procure a fully integrated health and wellbeing service.

The Public Health team is now up to full capacity, although the size remains a challenge.

£1.440m of the £1.634m 2013-14 underspend in reserves is being spent on the approved non-recurrent projects.

Section 6 Reserves Position

Actual Movement in Reserves 2014/15	Bal at 31/3/14	Net Movt. in year	Bal. at 31/3/15
	£'000	£'000	£'000
General Fund Reserve (including HRA)	18,838	-3,687	15,151
Earmarked Reserves	35,574	-5,852	29,721
Grants & Contributions	5,398	-1,587	3,811
Schools	19,057	-2,120	16,937
Total Available Gen. Fund Rev. Reser	78,867	-13,245	65,622
Fixed to Contracts	1,955	0	1,955
Total General Fund revenue reserves	80,822	-13,245	67,576

Analysis			
Earmarked Reserves			
Outstanding Council Programme Board	11,105	-2,066	9,039
For use in future years for budget	8,252	-2,500	5,752
Revenue Reserves for Capital / Revn.	5,360	702	6,062
Renewable Energy reserve	1,441	0	1,441
Repairs & Renewal Fund	1,424	0	1,424
Transforming families reserve	784	-370	414
Pension Fund additional contribution	1,078	-1,015	63
Local Land Charges Reserve	1,260	159	1,419
Community Care Reserve	1,733	-347	1,385
Performance Reward Grant	265	-265	0
Apprenticeships	949	-301	648
Economic Development Strategy	1,322	-173	1,148
Wimbledon Tennis Courts Renewal	52	25	77
MertonActionSingleHomelessness	50	-50	0
Governor Support Reserve	0	52	52
Local Welfar Support Scheme	315	299	614
Corporate Services Reserve(other)	183	0	183
Earmarked Reserves	35,574	-5,852	29,721
Adult Social care contributions	670	-245	425
Culture and Environment contributions	1,204	-668	536
Culture and Environment grant	747	3	750
Childrens & Education grant	708	-58	650
Adult Social care grants	0	0	0
Housing Planning Development grant	299	-110	189
Housing GF grants	106	0	106
Public Health	1,664	-510	1,154
Grants & Contributions	5,398	-1,587	3,811
Sub-Total	40,972	-7,439	33,533

Insurance Reserve	1,955	0	1,955
Fixed to Contracts	1,955	0	1,955

DSG Reserve	2,728	857	3,585
Schools Reserve	168	-116	52
Schools PFI Fund	4,071	295	4,366
Refund of PFI contributions	0	400	400
Add Schools own reserves	12,090	-3,555	8,535
Schools Reserves	19,057	-2,120	16,937

Capital Grants	7,710	-2,301	5,409
Capital Contributions	466	-160	306
Capital Receipts	26,057	5,206	31,263
Capital Reserves	34,233	2,745	36,978

Earmarked reserves can only be retained for the purposes for which they were approved and a number have been closed and taken to the OCPB reserve for investment in efficiency and transformation. There will be further reviews of the usage of reserves in the year and other reserves that are not being actively used will be treated in a similar manner.

Section 7 CAPITAL

CAPITAL OUTTURN 2014-15

Outturn and Budget Management

The table (a) below shows that Total Capital Expenditure for 2014/15 is £36.9 million compared to the Total Projected by Budget Managers in November 2014 of £42.2 million (this equates to a negative variance of 12.54%) This overall total masks considerable variances on individual schemes and was less accurate than the projected 2012/13 variance of £4.8 million or 10.65% and 2013/14 variance of £1.6 million or 5.49%

Table Capital Outturn Position 2014/15

Department	Total Budget	Adjusted Actual	Outturn Variance to Budget	November Forecast For Year	November Forecast Variance to Outturn	% Variance to November Forecast
Column	(1)	(2)	(3)	(4)	(5)	(6)
			(2)-(1)		(2)-(4)	
Community and Housing	2,715,700	1,257,288	(1,458,412)	2,765,230	(1,507,942)	(54.53%)
Corporate Services**	4,886,601	2,496,862	(2,389,739)	3,622,756	(1,125,894)	(31.08%)
Children Schools and Families*	24,566,189	23,554,331	(1,011,858)	24,576,727	(1,022,396)	(4.40%)
Environment and Regeneration**	11,736,100	9,154,548	(2,581,552)	11,188,474	(2,033,926)	(18.18%)
Total	43,904,590	36,463,029	(7,441,561)	42,153,187	(5,690,158)	(13.50%)
Items Capitalised from Revenue	0	405,829	405,829	0	405,829	N/A
Adjusted Total	43,904,590	36,868,858	(7,035,732)	42,153,187	(5,284,329)	(12.54%)

* Actual Spend Adjusted for School Loans

** Actual spend adjusted for leases which are accounted for separately

Please see below for a description of major variances, slippage and drawn down on 2015/16 for funding of overspends.

Movement in the 2014/15 Original Approved Programme

The Capital Programme for 2014/15 as approved in March 2014 was £54.5 million. Subsequently, slippage from 2012/13 (£2.1m), additional external funding including schools (£2.9m) and internally funded schemes (£1.9m) were added giving an effective opening programme of £61.6m. However, during the financial year £16.8 million was re-profiled (moved) into subsequent financial years and £0.8 m was removed from the programme. These movements are shown below. Coupled with the £7.1million underspend there has been effectively a 40% slippage or reduction in schemes from the initial budget plus new schemes.

Table (b) – Summary Movement in the Capital Programme since Approval March 2014 (£000's)

Depts.	Original Budget 14/15	Slippage 2013/14	Reductions	New External Funding	New Internal Funding	Re-profiling	Final Budget 14/15
Community and Housing	2,603	302	(170)	577	295	(891)	2,716
Corporate Services	8,829	169	(550)	10	0	(3,571)	4,887
Children Schools and Families	27,193	304	0	1,003	0	(3,934)	24,566
Environment and Regeneration	15,920	1,368	(107)	1,356	1,640	(8,441)	11,736
Total	54,545	2,143	(827)	2,946	1,935	(16,837)	43,905

The table (c) below shows that levels of slippage and under spending remain high. In 2013/14 the outturn position of £30 million reflected the lower levels of spend on the primary expansion programme, this year almost 64% of outturn spend is from Children, Schools and Families.

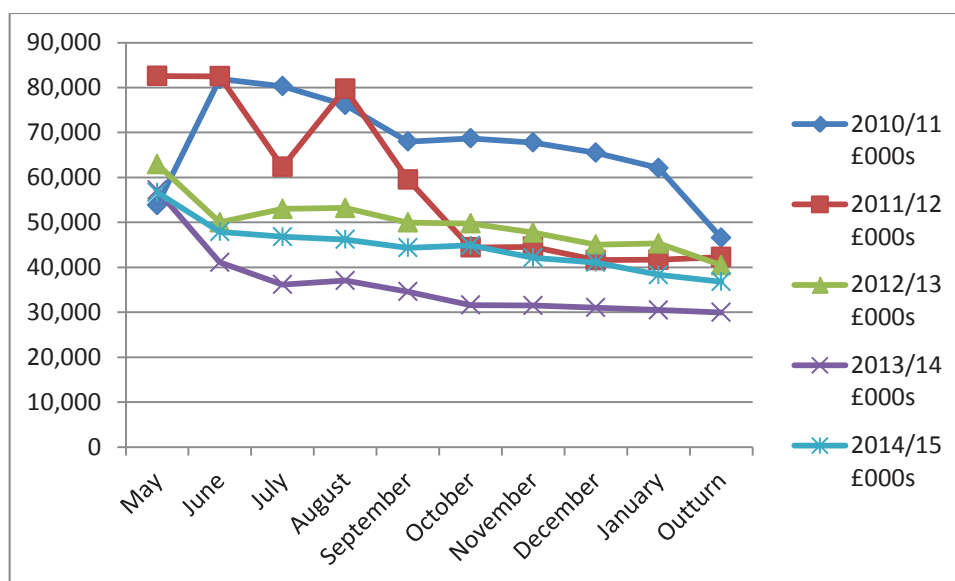
Table (c) – Gross Capital Programme Compared to Final Budget and Outturn 2014/15

Department	Gross Programme £000s	Final Budget £000s	Outturn £000s	Underspend Against			
				Gross Budget		Final Budget	
				£000s	%	£000s	%
Community & Housing	3,777	2,716	1,257	(2,520)	(66.71%)	(1,458)	(53.70%)
Corporate Services	9,008	4,887	2,497	(6,511)	(72.28%)	(2,390)	(48.90%)
Children, Schools & Families	28,500	24,566	23,554	(4,946)	(17.35%)	(1,012)	(4.12%)
Environment & Regeneration	20,284	11,736	9,155	(11,129)	(54.87%)	(2,582)	(22.00%)
Items Capitalised from Revenue	0	0	406	406		406	
Total	61,569	43,905	36,852	(24,717)	(40.15%)	(7,053)	(16.06%)

Capital - Monthly Managers Forecast Spend to Outturn

The graph below shows the overall forecasting by managers of the outturn spend on capital over the last 4 years. There has clearly been an improvement with a much lower overestimate in spending in the earlier part of the year. For the financial years 2010-13 there was a continued problem with the quality of forecasting around December when the revenue budget for the following year is being prepared. The overestimate in spending feeds through into an overestimate of the budget for capital charges in the following year. For 2013/14, the graph shows that reasonably accurate outturn projects were available from October 2013. In 2014/15 budget, despite challenge, budget managers continued to provide unrealistic estimates of spending above £40million until January. This needs to be rectified to give more accurate projections of capital financing costs in the next years budget.

Table (d) – Managers' Forecasts 2010-2015



The 2015/16 Capital Programme is currently almost £48 million after slippage. This will be reviewed to give a more realistic programme that can be delivered

The Level of Re-Profiling / Slippage from 2014/15 - Current proposals for slippage total just over £7.2 million (compared to £2.1 million in 2013/14 and £5 million from 2012/13), this is summarised below. This will increase the budget re-profiled into subsequent financial years from 2014/5 to just under £22.5 million, of which £10.8 million was for Environment and Regeneration.

Table (e) – Current Slippage Position 2014/15

Department	Total Year End Variance 2014/15	Funded From Reserves	Recommend Accept Slippage	Surrender	Fund from 2015/16
Community & Housing	(1,458,412)	0	1,436,380	22,032	0
Corporate Services	(2,389,739)	0	2,407,720	(17,981)	0
Children, Schools & Families	(1,011,858)	0	1,388,040	(2,122)	(374,060)
Environment & Regeneration	(2,581,552)	0	2,382,860	236,412	(37,720)
Items Capitalised from Revenue	405,829	405,829			
Total	(7,035,732)	405,829	7,615,000	238,341	(411,780)

Major Variances

- a) Community and Housing – Budget has been relinquished for JMC Works appropriately charged to revenue. Slippage is required for the Gables £576k, Western Road £760k, Telehealth/social care system developments £79k and disabled facilities grants £20k.
- b) Corporate Services – Slippage has been provided for two corporately held budgets totalling £1,542k (Acquisitions £1,042k and capital bidding fund £500k) and two transformational IT schemes totalling £230k, invest to save £273k, disaster recovery £300k and IT Equipment £46k.

- c) Children, Schools and Families – The major variances are caused within the primary expansion programme where 10 expansions progressed more slowly (slippage of £1,126k) and 4 schools progressed faster resulting in a drawdown of 2015/16 funding of £374k. In addition, devolved formula capital/Raynes Park School £10k, free school meals £63k, secondary school expansion £100k and Schools maintenance £89k and there is concern over the level of expenditure required to apply targeted grant to Dundonald and the SEN Expansions.
- d) Environment and Regeneration - In total the department relinquished £230k of budgets and has drawn down £38k from 2015/16 budgets for 7 schemes that had progressed more quickly

The £2,383k requested as slippage is split as follows:

	£000's
Regeneration	1,035
Transport for London	357
London Road Extension	321
Replacement of Fleet Vehicles	302
Morden Leisure Centre	76
Multi Use Games Area	53
Numerous small Schemes below £30k	239

Total 2,383

The following budgets were overspent and require funding from 2015/16 programme:

Landscaping Coilliers Wood (S106)	3
Dilapidation WH Smith	8
Rowan Road Park Improvements (S106)	3
Wimbledon Library Flat	7
Connecting Coilliers Wood (S106)	4
Street Scene Enhancements	2
Tackling Traffic Congestion	11

Total 38

- e) Items Capitalised from Revenue – This was due to a number invest to save schemes which should technically have been added to the Capital Programme and funded from a revenue contribution rather than simply charged to revenue.

Revised Capital Programme 2015-19: The table below summarises the proposed changes to the approved Capital programme for 2015-19 a summary of the capital programme including slippage is shown as Appendix 3.

Table (f) - Merton's Capital Programme 2015-19 (£000s)

Depts	Original Budget 15/16	Slippage 2014/15	Revised Budget 15/16	Original Budget 16/17	Original Budget 17/18	Original Budget 18/19
Community and Housing	2,161	1,436	3,597	1,334	340	340
Corporate Services	7,428	2,408	9,836	3,862	2,881	2,757
Children Schools and Families	17,105	1,014	18,119	26,084	20,979	20,104
Environment and Regeneration	15,240	2,345	17,585	26,129	10,327	6,379
Total	41,933	7,203	49,136	57,408	34,526	29,579

Summary

The Key observations from capital outturn are:

- a) The projected outturn position in November 2014 was less accurate than 2013/14 apart from Children, Schools and Families. There remain some large variations within individual schemes especially within regeneration and partnerships, Transport for London, and two housing related schemes. There was still considerable re-profiling of budgets from that originally approved by Council.. Schemes will be re-profiled to give greater realism to the programme and a focus placed on improving monitoring.

- b) The Capital Programme for 2015-19 will be reviewed and re-profiled to reduce it to a manageable level - The approved Capital Programme for 2015/16 was £41.933 million. Slippage from 2014/15, overspend adjustments, new funding and re-profiling have resulted in the proposed Capital Programme rising to £47.594 million. Whilst a number of primary expansion projects are currently being progressed it is envisaged that there will be some slippage from the existing profile within Children, Schools and Families and across the Authority.

8 CONSULTATION UNDERTAKEN OR PROPOSED

8.1 All relevant bodies have been consulted.

9 TIMETABLE

9.1 In accordance with current financial reporting timetables.

10. FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

10.1 All relevant implications have been addressed in the report.

11. LEGAL AND STATUTORY IMPLICATIONS

11.1 All relevant implications have been addressed in the report.

12 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

12.1 Not applicable

13 CRIME AND DISORDER IMPLICATIONS

13.1 Not applicable

14. RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

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

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

Appendix 1 Out turn

Appendix 2 Corporate items

Appendix 3 Current Capital Programme 2015-19 including Slippage

Appendix 4 Car Parking Account 2014/15 (to follow)

16 **BACKGROUND PAPERS**

16.1 Budgetary Control files held in the Corporate Services department.

17. **REPORT AUTHOR**

- Name: Paul Dale
- Tel: 020 8545 3458
- Email: paul.dale@merton.gov.uk

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

APPENDIX 1

	Original Budget 2014/15 £000s	Budget (Mar) £000s	Outturn (Mar) £000s	Full Year Forecast (Jan) £000s	OUTTURN Variance (Mar) £000s	Forecast Variance at year end (Jan) £000s	Outturn Variance 2013/14 £000
Department							
3A. Corporate Services	11,285	13,259	12,568	13,778	(691)	(35)	(732)
3B. Children, Schools and Families	48,040	49,325	51,988	52,111	2,663	2,781	556
3C. Community and Housing							
Adult Social Care	55,894	57,359	59,952	58,444	2,593	1,842	(1,088)
Libraries & Adult Education	3,232	3,218	3,498	3,369	281	131	(2)
Housing General Fund	2,207	2,292	2,192	2,265	(100)	(27)	(32)
3D. Public Health	0	365	365	1,441	(0)	0	0
3E. Environment & Regeneration	22,853	26,150	27,853	26,195	1,703	1,306	(576)
NET SERVICE EXPENDITURE	143,511	151,969	158,417	157,603	6,448	5,998	(1,820)
3E. Corporate Items							
Impact of Capital on revenue budget	14,103	14,012	14,217	14,103	205	0	0
Other Central items	3,996	-4,367	-7,184	-5,890	(2,817)	-1,793	2,429
Levies	931	931	931	931	0	0	0
TOTAL CORPORATE PROVISIONS	19,030	10,576	7,964	9,144	-2,612	-1,793	2,429
TOTAL GENERAL FUND	162,541	162,545	166,381	166,747	3,836	4,205	610
- Funding							
- Business Rates	-33253	-33253	-33253	-33253	0	0	0
- RSG	-39738	-39738	-39738	-39738	0	0	-249
- Council Tax Freeze Grant 2014/15	-858	-858	-852	-858	6	0	-13
- Section 31 Grant	-1118	-1118	-1278	-1199	-160	-81	-346
- New Homes Bonus	-3199	-3199	-3199	-3199	0	0	0
- PFI Grant	-4797	-4797	-4797	-4797	0	0	0
Grants	-82,963	-82,963	-83,117	-83,044	-154	-81	-610
Collection Fund - Council Tax Surplus(-)/Deficit	-4608	-4608	-4608	-4608	0	0	0
Collection Fund - Business Rates Surplus(-)/Deficit	372	372	372	372	0	0	0
Council Tax							
- General	-75049	-75049	-75049	-75049	0	0	0
- WPC	-293	-293	-293	-293	0	0	0
Council Tax and Collection Fund	-79578	-79578	-79578	-79578	0	0	0
FUNDING	-162,541	-162,541	-162,695	-162,622	-154	-81	-610
NET	0	4	3,686	4,125	3,682	4,124	-1

Outturn by subjective analysis

2014/15	Budget (Mar)	Outturn (Mar)	Full Year Forecast (Jan)	OUTTURN Variance (Mar)	Forecast Variance (Jan)	Outturn variance 2013/14
Expenditure	£000	£000	£000	£000	£000	£000
Employees	95,450	96,299	96,438	849	1,148	275
Premises Related Expenditure	8,876	5,443	9,020	(3,433)	(135)	(891)
Transport Related Expenditure	13,725	15,221	15,091	1,496	1,448	20
Supplies and Services	168,705	173,607	169,012	4,902	(1,423)	1,933
Third Party Payments	84,608	92,077	91,604	7,469	6,465	(2,106)
Transfer Payments	108,048	112,538	104,964	4,490	(3,383)	6,442
Support Services	32,421	32,488	32,421	67	(1)	1,501
Depreciation and Impairment Losses	17,768	17,768	15,226	(0)	(1)	(0)
Corporate Provisions	10,576	7,964	9,144	(2,612)	(1,793)	2,429
GROSS EXPENDITURE	540,177	553,405	542,920	13,228	2,326	9,603
Income						
Government Grants	(263,764)	(260,509)	(259,893)	3,255	4,064	(6,425)
Other Grants, Reimbursements and Contribs	(23,311)	(26,341)	(26,200)	(3,030)	(1,757)	(2,361)
Customer and Client Receipts	(56,922)	(64,237)	(58,268)	(7,315)	(1,736)	(1,141)
Interest	(44)	(20)	(19)	24	25	25
Recharges	(33,020)	(32,852)	(33,019)	168	1	(1,446)
Balances	(570)	(3,064)	1,225	(2,494)	1,281	2,352
GROSS INCOME	(377,632)	(387,023)	(376,174)	(9,392)	1,879	(8,994)
NET EXPENDITURE	162,546	166,381	166,747	3,836	4,205	610

APPENDIX 2

3E. Corporate Items	Council 2014/15 £000s	Original Budget 2014/15 £000s	Current Budget 2014/15 Period 14 £000s	Year to Date Budget (Period 12) £000s	Year to Date Actual (Period 12) £000s	Full Year Forecast (Period 12.) £000s	Forecast Variance at year end (Period 12) £000s	Forecast Variance at year end (Jan.) £000s
Cost of Borrowing	14,103	14,103	19,118	14,012	14,217	14,217	205	-71
Use for Capital Programme	0	0	0	0	0	0	0	71
Impact of Capital on revenue budget	14,103	14,103	19,118	14,012	14,217	14,217	205	0
Investment Income	-522	-522	-522	-522	-907	-907	-385	-154
Pension Fund	13,434	13,434	15,949	15,949	15,649	15,649	-300	1,004
Corporate Provision for Pay Award	807	807	169	169	0	0	-169	0
Provision for inflation in excess of 1.5%	538	538	449	449	0	0	-449	-250
Utilities Inflation Provision	300	300	300	300	35	35	-265	0
Pay and Price Inflation	1,645	1,645	918	918	35	35	-883	-250
Contingency	1,500	1,500	543	543	24	24	-519	-989
Single Status/Equal Pay	100	100	100	100	0	0	-100	0
Bad Debt Provision	500	500	500	500	1,174	1,174	674	0
Loss of income arising from P3/P4	400	400	400	400	0	0	-400	-400
Revenuisation and miscellaneous	2,166	2,166	2,374	1,974	2,383	2,383	409	0
Contingencies and provisions	4,666	4,666	3,917	3,517	3,581	3,581	64	-1,389
Local Services Support Grant	0	0	0	0	-37	-37	-37	0
Other	0	0	0	0	-877	-877	-877	0
Income items	0	0	0	0	-914	-914	-914	0
Appropriations: CS Reserves	0	0	-1,085	-1,085	-1,085	-1,085	0	0
Appropriations: E&R Reserves	0	0	-1,582	-1,582	-1,582	-1,582	0	0
Appropriations: CSF Reserves	0	0	170	170	170	170	0	0
Appropriations: C&H Reserves	0	0	-1,590	-1,590	-1,640	-1,640	-50	0
Appropriations: Public Health Reserves	0	0	-365	-365	-510	-510	-145	0
Appropriations: Corporate Reserves	0	0	-2,409	-2,009	-2,213	-2,213	-204	-1,004
Appropriations/Transfers	0	0	-6,861	-6,461	-6,860	-6,860	-399	-1,004
Depreciation and Impairment	-15,227	-15,227	-17,768	17,768	17,768	-17,768	0	0
Central Items	18,099	18,099	14,751	9,645	7,033	7,033	-2,612	-1,793
Levies	931	931	931	931	931	931	0	0
TOTAL CORPORATE PROVISIONS	19,030	19,030	15,682	10,576	7,964	7,964	-2,612	-1,793

Merton Summary Capital Report - Approved 2015/16 Budget with Slippage

Scheme Description	Total Budget	YTD Actual	YTD Budget	Variance To Date	Forecast For Year
Community and Housing	3,597,150	9,901	277,053	(267,152)	3,597,150
Corporate Services	9,835,580	(35,422)	1,220,475	(1,255,897)	9,835,580
Children Schools and Families	18,118,610	560,988	4,479,568	(3,918,580)	18,118,610
Environment and Regeneration	17,585,010	(75,831)	1,742,250	(1,818,081)	17,585,010
Total Capital	49,136,350	459,636	7,719,346	(7,259,710)	49,136,350

Community & Housing Summary Capital Report - Approved 2015/16 Budget with Slippage

Scheme Description	Total Budget	YTD Actual	YTD Budget	Variance To Date	Forecast For Year
Adult Social Care					
The Gables Mitcham	576,280	0	0	0	576,280
C&H ITOther	133,550	578	0	578	133,550
Libraries					
Self Service	350,000	0	0	0	350,000
Housing					
8 Wilton Road	0	(13,296)	0	(13,296)	0
Western Road	875,000	0	0	0	875,000
Disabled Facilities	1,662,320	22,619	277,053	(254,434)	1,662,320
Community and Housing	3,597,150	9,901	277,053	(267,152)	3,597,150

Corporate Services Summary Capital Report - Approved 2015/16 Budget with Slippage

Scheme Description	Total Budget	YTD Actual	YTD Budget	Variance To Date	Forecast For Year
Business Improvement Total	2,440,570	0	378,918	(378,918)	2,440,570
Corporate Governance	880	0	0	0	880
Corporate Items	2,920,340	0	166,666	(166,666)	2,920,340
Facilities Management Total	2,746,550	30,072	539,351	(509,279)	2,746,550
IT Total	930,550	(65,494)	14,166	(79,660)	930,550
Resources	561,700	0	38,042	(38,042)	561,700
IT Transformation Unallocated	234,990	0	83,332	(83,332)	234,990
Corporate Services	9,835,580	(35,422)	1,220,475	(1,255,897)	9,835,580

Children, Schools & Families Summary Capital Report - Approved 2015/16 Budget with Slippage

Scheme Description	Total Budget	YTD Actual	YTD Budget	Variance To Date	Forecast For Year
Aragon expansion	0	(11,083)	0	(11,083)	0
Beechholme	95,000	0	0	0	95,000
Cranmer expansion	31,260	(3,845)	0	(3,845)	31,260
Joseph Hood Permanent Expansn	3,830	(2,965)	0	(2,965)	3,830
St Mary's expansion*	19,870	2,254	19,870	(17,616)	19,870
All Saints/ South Wim YCC exp	3,550	(4,009)	0	(4,009)	3,550
Gorringe Park expansion	0	(22,646)	0	(22,646)	0
Hillcross School Expansion	1,560,510	200,704	748,595	(547,891)	1,560,510
Merton Abbey Temp Accomodation	1,179,940	192,067	192,885	(818)	1,179,940
Pelham School Expansion	3,135,400	(46,603)	688,945	(735,548)	3,135,400
Dundonald expansion	4,109,910	(41,160)	966,559	(1,007,719)	4,109,910
Poplar Permanent Expansion	249,900	76,698	0	76,698	249,900
Singlegate expansion	2,218,110	(1,288)	548,457	(549,745)	2,218,110
Wimbledon Park expansion	70,530	232,855	0	232,855	70,530
Primary Expansion	12,677,810	570,979	3,165,311	(2,594,332)	12,677,810
Devolved Formula Capital	568,830	30,146	93,964	(63,818)	568,830
Early Years	0	(59,158)	0	(59,158)	0
Free School Meals	173,080	0	27,500	(27,500)	173,080
Cricket Green Site	137,470	(1,200)	32,512	(33,712)	137,470
Primary school autism unit	1,419,200	0	391,628	(391,628)	1,419,200
Breaks-disabled children grant	0	(7,242)	0	(7,242)	0
Perseid	1,239,680	37,034	301,978	(264,944)	1,239,680
Secondary School Autism Unit	250,000	0	51,666	(51,666)	250,000
Schs Cap Maint & Accessibility	738,860	(8,571)	162,500	(171,071)	738,860
B631 - Solar PV Raynes Prk Pav	0	(1,000)	0	(1,000)	0
Raynes Park Sports Pavilion	4,770	0	0	0	4,770
Secondary School expansion	770,000	0	191,669	(191,669)	770,000
Expansion Inflation Contingency	34,460	0	8,615	(8,615)	34,460
Schools Equipment Loans	104,450	0	52,225	(52,225)	104,450
	5,440,800	(9,991)	1,314,257	(1,324,248)	5,440,800
Children Schools and Families	18,118,610	560,988	4,479,568	(3,918,580)	18,118,610

Environment & Regeneration Summary Capital Report - Approved 2015/16 Budget with Slippage

Scheme Description	Total Budget	YTD Actual	YTD Budget	Variance To Date	Forecast For Year
Footways Planned Works	1,060,000	(10,779)	30,000	(40,779)	1,060,000
Greenspaces	1,286,220	46,004	75,126	(29,122)	1,286,220
Highways General Planned Works	458,570	(14,390)	60,585	(74,975)	458,570
Highways Planned Road Works	1,503,890	0	50,000	(50,000)	1,503,890
Leisure Centres	1,328,760	(9,890)	0	(9,890)	1,328,760
Other E&R	93,260	(35)	25,000	(25,035)	93,260
On and Off Street Parking	20,140	10,236	0	10,236	20,140
Plans and Projects	25,740	0	0	0	25,740
Regeneration Partnerships	6,055,610	2,900	993,512	(990,612)	6,055,610
Street Lighting	200,000	0	0	0	200,000
Street Scene	358,370	6,122	12,580	(6,458)	358,370
Transport for London	2,292,230	(31,680)	272,200	(303,880)	2,292,230
Traffic and Parking Management	1,506,130	(21,562)	18,700	(40,262)	1,506,130
Transport and Plant	877,690	(52,757)	97,072	(149,829)	877,690
Safer Merton - CCTV & ASB	300,000	0	50,000	(50,000)	300,000
Waste Operations	218,400	0	57,475	(57,475)	218,400
Environment and Regeneration	17,585,010	(75,831)	1,742,250	(1,818,081)	17,585,010