

Merton Council Children and Young People Overview and Scrutiny Panel



Date: 13 January 2016
Time: 7.15 pm
Venue: Committee rooms C, D & E - Merton Civic Centre, London Road, Morden
SM4 5DX

AGENDA

Page Number

1	Apologies for absence	
2	Declarations of pecuniary interest	
3	Minutes of the previous meeting	1 - 8
4	Budget and Business Plan 2016-2020	9 - 42
5	CSF Department Target Operating Model - Major Projects 2016-17	43 - 46
6	Update Report	47 - 50
7	Performance Report	51 - 56
8	Work Programme	57 - 64

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

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Children and Young People Overview and Scrutiny Panel membership

Councillors:

Linda Taylor OBE (Vice-Chair)
Charlie Chirico
Edward Foley
Joan Henry
James Holmes
Katy Neep (Chair)
Marsie Skeete
Dennis Pearce
Jeff Hanna
Agatha Mary Akyigyina

Substitute Members:

Sally Kenny
Peter Southgate
Fidelis Gadzama
Najeeb Latif
Stephen Crowe

Co-opted Representatives

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

Note on declarations of interest

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

What is Overview and Scrutiny?

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

Scrutiny's work falls into four broad areas:

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

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

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Agenda Item 3

CHILDREN AND YOUNG PEOPLE OVERVIEW AND SCRUTINY PANEL 3 NOVEMBER 2015

(19.15 - 21.15)

PRESENT Councillors Councillor Katy Neep (in the Chair),
Councillor Linda Taylor, Councillor Charlie Chirico,
Councillor Edward Foley, Councillor Joan Henry,
Councillor James Holmes, Councillor Marsie Skeete,
Councillor Dennis Pearce, Denis Popovs, Councillor Jeff Hanna
and Councillor Agatha Mary Akyigyina

ALSO PRESENT: Councillor Maxi Martin (Cabinet Member for Children's Services),
Councillor Martin Whelton (Cabinet Member for Education)
Yvette Stanley (Director of Children, Schools and Families), Jane McSherry
(Assistant Director of Education), , Paul Ballatt (Assistant Director of
Commissioning, Strategy and Performance), Rebecca Redman (Scrutiny
Officer)

1 APOLOGIES FOR ABSENCE (Agenda Item 1)

Apologies for absence were received from Councillor Martin Whelton and Simon Bennett.

2 DECLARATIONS OF PECUNIARY INTEREST (Agenda Item 2)

None.

3 BUDGET AND BUSINESS PLAN (ROUND 1) (Agenda Item 3)

Caroline Holland introduced the report. The report outlined the updated MTFS up to 2019/20 and identified a budget gap of £15.3 million which is based on current assumptions, ahead of the spending review which is expected in December 2015.

The report also included alternative savings proposed by the CSF department. The Capital programme also included, highlighted the costs related to secondary school expansion.

Councillor James Holmes enquired if savings from previous years had been realised. Caroline Holland confirmed this was the case.

Councillor Maxi Martin sought the views of the Panel and reiterated that difficult decisions had to be made to set a balanced budget.

Yvette Stanley added that £1.9 million of savings would need to be found within the CSF department. This was the lowest weighting in terms of other departments across the council in recognition of the focus on services for vulnerable people. Adult social care had similar protection but had a much bigger budget to call on so had a marginally higher percentage to find. The department receives a significant proportion of its budget from the dedicated schools grant and has comparatively low general fund from the council. The department have prioritised statutory duties and focused services on those most vulnerable/at risk in line with the department's target operating models.

Work has been on-going in the following areas to make savings:

- Education TOM) – work with schools to maximise income;
- Early Years TOM – rationalise work in localities; achieve higher income targets for paid for services and achieve income from increased working with public health;
- Youth Services – loss of 80% of budget therefore working with alternative providers and funding bodies;
- Children's social care – maintain focus of service on child protection, safeguarding prevention and our looked after an care leavers service and seeking to maintain as much preventative provision as possible within a diminishing resource base.

Councillor James Holmes asked what steps had been taken to review the possibility of outsourcing services and the associated savings that could be generated from this. Councillor James Holmes also asked if means testing or raising council tax had been explored. Councillor Maxi Martin responded that the administration had agreed to freeze council tax that means testing had not been looked into but could be if it was felt to be appropriate and outsourcing isn't always an option or necessarily going to secure the best outcomes for residents.

Yvette Stanley explained that Merton faces particular challenges in that it is the lowest funded authority in London and that the council work with the voluntary sector to get a better service/price and have commissioned a number of services from this sector. Some of the services that are already outsourced are:

- IT services;
- Project management of school buildings;
- School meals;
- Cleaning; and

- Preventative services from the VCS

Yvette Stanley added that some adoption services have the potential to be outsourced. With regard to means testing, it is difficult to collect small amounts of money from residents but some services are means tested in that they are based on eligibility, which includes income.

Khadiri from MVSC addressed the Panel to comment on the impact of the proposed savings on the voluntary sector. He explained that he understood the council's constraints and appreciated efforts to discuss the issues by the CSF department with the voluntary sector. He also expressed concerns that funding was being cut at the same time that children and young people's plan is being launched. The savings proposed run counter to the priorities within the revised Children and Young People's Plan.

Khadiri explained that, as council budgets and services provided were shrinking, there was a greater reliance and demand upon the voluntary sector. However, the voluntary sector is also facing similar cuts to its funding. The voluntary sector has little reserves to call upon at a time when they should be providing a safety net for residents. The MVSC will continue to work with the council.

The Panel thanked Khadiri for his contribution.

Councillor Katy Neep proposed to the Panel that they consider savings by theme:

Commissioning (alternative saving) – CSF 2014-05 (pg 26)

Commissioning – CSF 2015-04 (pg 61)

Paul Ballatt provided an outline of the saving and the potential impact. He added that the CSF department are working with organisations affected over the next 6 months that will no longer be commissioned by the council from April 2016 and gather information on the families they work with that will be impacted and the council will continue to deliver some specialist services. Advice will be provided to these organisations concerning accessing funding and grants.

Councillor Agatha Akyigyina noted that support to voluntary groups to secure funding was positive and asked how long this support would be offered. Paul Ballatt explained that letters would shortly be sent to organisations, followed up with offers of support for the remainder of the financial year.

Councillor James Holmes asked if we should commission more services from the voluntary sector due to the smaller overhead costs. Yvette Stanley explained that commissioning the local voluntary sector in Merton does not necessarily provide the economies of scale that would enable this to deliver savings. Larger providers working regionally or London wide can deliver larger

economies of scale. Hence London is exploring this for aspects of adoption and we already do so for SEN and LAC placements. Paul Ballatt explained that the commissioning team are helping the voluntary sector look at alternative sources of funding. Yvette Stanley added that it had identified that over 300 families that would be impacted by this saving. This is way officers had come back asking for less money to be taken out.

Commissioning – CSF2015 – 05/ CSF2015 – 06 (pgs 61/62)

Paul Ballatt outlined the savings proposed. The property and contracts team will be prioritising secondary school expansion going forward. There are fewer capital schemes to progress, therefore less project management is required.

The research and information team will be supporting an SEN review. Economies of scale will be realised in reviewing all outposted posts from within this service.

Councillor Dennis Pearce asked if all projects the team would carry out would be the most significant. Paul Ballatt explained that there was a mix of schemes and that a new secondary school is the largest project and many not be managed by the council.

RESOLVED: Panel agreed the saving.

Schools – CSF 2015-03 (pg 60)

Jane McSherry informed the Panel that the department were looking at other service that could be traded. Councillor Jeff Hanna noted the burden placed on schools budgets already. Jane McSherry explained that Merton Education Partnership and the Schools Forum are working with schools.

RESOLVED: Panel noted the saving.

Children’s Social Care – CSF 2015-01 (pg 27)

Yvette Stanley explained that there were a relatively low number of serious case reviews in Merton and the budget had been historically overstated. Learning and Improvement reviews are on-going. The CSF department have reviewed the MSCB has agreed that any future reviews will be jointly funded with the CCG.

There have been a number of changes within the department and a balance between commissioning and delivery has been sought.

RESOLVED:

Panel noted the saving.

Panel noted the report and did not wish to make any comments to the Commission for consideration.

4 MATTERS ARISING (Agenda Item)

Councillor Linda Taylor asked what work had been undertaken to promote apprenticeships, as discussed at the last meeting. Paul Ballatt confirmed that there are 28 current apprenticeships across the council. 2 of these are in CSF and one of which is in a school. There are another two apprenticeships in recruitment at present. A post 16 pathways task group update will be provided to the January 2016 meeting. Yvette Stanley added that the department focusses recruitment of apprenticeships on vulnerable young people - for example, looked after children, children on a child protection plan and those at risk of NEET status are being targeted. This information will be provided in the next update report in January 2016.

Councillor Katy Neep enquired about Free School Meals. Paul Ballatt explained that there had been a drive to increase the number of eligible children receiving free school meals, and the associated pupil premium income. However, with recent changes, a number are no longer eligible. Parents have allowed the council to determine their eligibility through the DfE system at central government level and in the region of 1000 new children became eligible in 2015-16. However, despite these efforts, a similar number has been removed from entitlement because of changes in their families' incomes.

Councillor Joan Henry asked if foster children were entitled to free school meals. Paul Ballatt explained that looked after children do not automatically qualify for FSM (although they do attract Pupil Premium). Eligibility was set nationally and could not be adjusted locally. The welfare changes however, are likely to increase the number of those eligible. There is also no national benchmarking data available in this area. The department will continue to encourage, register and target those that are eligible. Yvette Stanley added that traditionally parents in Merton have been reluctant to claim free school meals but the department continues to make this a priority.

Councillor Jeff Hanna enquired about the status of the letter on child tax credits that was agreed to be sent at the last meeting of the Panel. Councillor Katy Neep explained that this letter had been drafted and was subject to agreement by the conservative Members of the Panel and would be finalised that week.

Councillor Katy Neep proposed that the Panel have a discussion at their January 2016 meeting regarding how they can ensure they are scrutinising effectively and adding value to the work of the CSF department.

RESOLVED: Panel agreed to hold a discussion about the work programme and approach to scrutiny at their January 2016 meeting.

5 EXECUTIVE RESPONSE AND ACTION PLAN - ONLINE STRATEGIES IN SCHOOLS (Agenda Item 4)

Paul Ballatt introduced the report. He highlighted the action plan associated with the recommendations made by the online strategies task group that had been agreed by Cabinet at their September 2015 meeting. Paul Ballatt thanked the task group of raising the profile of this issue and explained that some initiatives and recommendations are being led/implemented by the school improvement team, school management and information service and the Merton Education Partnership.

RESOLVED:

- Panel requested an update on progress in 6 months time.
- Councillor Katy Neep agreed to be the Member Champion for the review.
- Panel noted the report.

6 PERFORMANCE REPORT (Agenda Item 5)

Yvette Stanley introduced the report and highlighted that the department were aiming to improve on quorate attendance at child protection meetings. There is also a need to ensure a smooth transition from health. There are also challenges with the council's IT system which mean that we have to supplement our reporting systems. The new management information system next year will assist with this. Paul Ballatt added that the department set themselves ambitious targets for foster care recruitment and have recruited more than all of the North West London Borough's combined.

RESOLVED: Panel noted the report.

7 SCOPING REPORT - TRANSFER OF PUBLIC HEALTH FUNCTIONS TO THE LA (TO BE TABLED) (Agenda Item 6)

RESOLVED: Panel agreed the scope and to appoint Members to the task group at a later date when the review would start in January 2015 noted the report.

8 WORK PROGRAMME (Agenda Item 7)

RESOLVED: Panel noted the work programme and agreed to reflect on the approach being taken to the work programme to ensure effective scrutiny at their January 2016 meeting.

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

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Committee: Sustainable Communities Overview and Scrutiny Panel

7 January 2016

Healthier Communities & Older People Overview and Scrutiny Panel

12 January 2016

Children and Young People Overview and Scrutiny Panel

13 January 2016

Overview and Scrutiny Commission

28 January 2016

Wards: ALL

Subject: Business Plan Update 2016-2020 (Members are requested to bring the Business Plan Consultation Pack with them to these meetings)

Lead officer: Caroline Holland

Lead member: Councillor Mark Allison

Contact officer: Paul Dale

Recommendations:

1. That the Panel considers the proposed additional amendments to savings set out in the Business Plan Consultation Pack which it is proposed are incorporated into the financial implications into the draft MTFS 2016-20.
 2. That the Panel considers the draft capital programme 2016-20 and indicative programme for 2021-25 set out in Appendix 4 of the attached report on the Business Plan
 3. That the Panel considers the draft savings/income proposals and associated equalities analyses set out in the Business Plan Consultation Pack
 4. That the Panel considers the draft service plans set out in the Business Plan Consultation Pack
 5. That the Panel considers the contents of the consultation pack circulated
 6. That the Overview and Scrutiny Commission considers the comments of the Panels on the Business Plan 2016-2012 and details provided in the consultation pack and provides a response to Cabinet when it meets on the 15 February 2016.
-

1. Purpose of report and executive summary

- 1.1 This report requests Scrutiny Panels to consider the latest information in respect of the Business Plan and Budget 2016/17, including proposed amendments to savings previously agreed by Council, the draft capital programme 2016-20, the draft savings/income proposals and associated equalities analyses for 2016-19, and draft service plans, and feedback comments to the Overview and Scrutiny Commission.
- 1.2 The Overview and Scrutiny Commission will consider the comments of the Panels and provide a response on the Business Plan 2016-20 to Cabinet when it meets on the 15 February 2016.

2. Details - Revenue

- 2.1 The Cabinet of 7 December 2015 received a report on the business plan for 2016-20.

- 2.2 At the meeting Cabinet

RESOLVED:

That Cabinet

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

3. Alternative Options

- 3.1 It is a requirement that the Council sets a balanced budget. The Cabinet report on 7 December 2015 sets out the progress made towards setting a balanced budget. This identified the current budget position that needs to be addressed between now and the next report to Cabinet on 18 January 2016 and 15 February 2016, prior to Council on 2 March 2016, agreeing the Budget and Council Tax for 2016/17 and the Business Plan 2016-20, including the MTFs and Capital Programme 2016-20.

4. Capital Programme 2016-20

- 4.1 Details of the draft Capital Programme 2016-20 were agreed by Cabinet on 7 December 2015 in the attached report for consideration by Overview and Scrutiny panels and Commission.

5. Consultation undertaken or proposed

- 5.1 Further work will be undertaken as the process develops.
- 5.2 As previously indicated, a savings proposals consultation pack was prepared and distributed to all councillors at the end of December 2015 with a request that it be brought to all Scrutiny and Cabinet meetings from 7 January 2016 onwards and to Budget Council. This should be an improvement for both councillors and officers - more manageable for councillors and it will ensure that only one version of those documents is available so referring to page numbers at meetings will be easier. It will also considerably reduce printing costs and reduce the amount of printing that needs to take place immediately prior to Budget Council.
- 5.3 The consultation pack includes:
- Savings proposals
 - Equality impact assessment for each saving proposal
 - Service plans (these will also be printed in A3 to lay round at scrutiny meetings)

6. Timetable

- 6.1 The timetable for the Business Plan 2016-20 including the revenue budget 2016/17, the MTFs 2016-20 and the Capital Programme for 2016-20 was agreed by Cabinet on 14 September 2015.

7. Financial, resource and property implications

- 7.1 These are set out in the Cabinet report for 7 December 2015. (Appendix 1)

8. Legal and statutory implications

- 8.1 All relevant implications have been addressed in the Cabinet reports. Further work will be carried out as the budget and planning proceeds and will be included in the budget report to Cabinet on the 7 December 2015.
- 8.2 Detailed legal advice will be provided throughout the budget setting process further to any proposals identified and prior to any final decisions.

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

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

9.2 A draft equalities assessment has been carried out with respect to the proposed budget savings and is included in the Business Plan Consultation Pack circulated to all Members.

10. **Crime and Disorder implications**

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

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

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

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

Appendix 1: Cabinet report 7 December 2015: Draft Business Plan Update 2016-20 (NB: This excludes Savings and Equalities Assessments which are included in the Business Plan Consultation Pack)

BACKGROUND PAPERS

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

Budget files held in the Corporate Services department.

2015/16 Budgetary Control and 2014/15 Final Accounts Working Papers in the Corporate Services Department.

Budget Monitoring working papers

MTFS working papers

13. **REPORT AUTHOR**

– Name: Paul Dale

– Tel: 020 8545 3458

email: paul.dale@merton.gov.uk Budget files held in the Corporate Services department.

Cabinet

7 December 2015

Agenda item:

Business Plan Update 2016-2020

Lead officer: Caroline Holland

Lead member: Councillor Mark Allison

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

Contact officer: Paul Dale

Recommendations:

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

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report provides an update to Cabinet on the Business Planning process for 2016-20 and in particular on the progress made so far towards setting a balanced revenue budget for 2016/17 and over the MTFS period as a whole.
- 1.2 Specifically, the report provides details of revenue savings and income proposals put forward by officers in order to meet the savings/income targets agreed by Cabinet in September 2015.
- 1.3 The report also provides an update on the capital programme for 2016-20 and the financial implications for the MTFS.

- 1.4 The report provides a general update on all the latest information relating to the Business Planning process for 2016-20 and an assessment of the implications for the Medium Term Financial Strategy 2016-2020.
- 1.5 This report is one of the budget updates through the financial year and will be referred to the Overview and Scrutiny Panels and Commission in January 2016.

2. DETAILS

Introduction

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

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

2.3 Review of Assumptions

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

2.3.1 Pay

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

Provision for Pay Inflation:

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

2.3.2 Prices

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

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

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

The latest projections are included in the following table:-

Provision for Price Inflation:

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

2.3.3 Inflation > 1.5%:

There is also a corporate provision which is held to assist services that may experience price increases greatly in excess of the 0.5% and 1.5% inflation allowance provided when setting the budget. This will only be released for specific demonstrable demand. There is no further change proposed.

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

In the Summer Budget 2015, it was announced that, from April 2016, a new National Living Wage of £7.20 an hour for those aged 25 and over will be introduced. This will rise to over £9 an hour by 2020. The impact of this on the Council's budgets is difficult to quantify as it will have a potential impact on a wide range of services which are currently outsourced, including care contracts. Employees of the council receive the London Living Wage which is currently £9.15 an hour. The cash limiting strategy is not without risks but if current levels of inflation were applied un-damped across the period then the budget gap would not change significantly by 2018/19.

2.3.4 Income

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

2.3.5 Pension Fund

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

2.3.6 Taxicards and Freedom Passes

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

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

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

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

2.3.7 Growth

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

2.3.8 Revenuisation

In recent budgets it has been recognised that some expenditure formerly included in the capital programme could no longer be justified as it did not meet the definition of expenditure for capital purposes. Nevertheless, it is important that some of this expenditure takes place and the following amounts have been included in the latest MTFS for 2016-20:-

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

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

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

2.4.1 Background

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

2.4.2 Spending Review and Autumn Statement 2015

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

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

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

2.4.3 Funding Forecasts for 2016/17 to 2019/20

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

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

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

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

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

2.4.4 Local authority public health allocations 2015 to 2016 – consultation

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

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

Straight 6.2% cut (£m)

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

2.5 Capital Financing Costs

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

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

2.6 Council Tax Base

- 2.6.1 The Council Tax Base is a key factor which is required by levying bodies and the Council for setting the levies and Council Tax for 2016/17. The council tax base is the measure of the number of dwellings to which council tax is chargeable in an area or part of an area. The Council Tax Base is calculated using the properties from the Valuation List together with information held within Council Tax records. The properties are adjusted to reflect the number of properties within different bands in order to produce the Council Tax Base (Band D equivalent). This will be used to set the Council Tax at Band D for 2016/17. The Council is required to determine its Council Tax Base by 31 January 2016.
- 2.6.2 Details of the Council Tax Base for 2016/17 will be included in the Business Plan report to Cabinet in January 2016.

2.7 Proposed Amendments to Previously Agreed Savings

- 2.7.1 Cabinet on 19 October 2015 agreed some proposed amendments to savings which had been agreed in previous year's budgets and also agreed that the financial implications should be incorporated into the draft MTFS 2016-20.

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

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

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

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

2.7.3 Corporate Services

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

2.7.4 Environment and Regeneration

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

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

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

2.8 Provisional Local Government Finance Settlement 2015/16

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

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

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

4. SAVINGS PROPOSALS 2016-20 AND SERVICE PLANNING

Controllable budgets and Savings Targets for 2016-20

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

These are summarised in the following table:-

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

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

- 4.2 Since then service departments have been reviewing their budgets and formulating further proposals to address their targets. The progress made to date is set out in this report.
- 4.3 Proposals that Cabinet agree at this meeting will be referred to the Overview and Scrutiny Commission and panels for review and comment in January 2016.
- 4.4 The additional proposals submitted by each department are summarised in the following table and set out in detail in Appendix 1.

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

4.5 Summary of progress to date

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

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

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

4.7 Service Plans

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

4.8 Equality Assessments

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

5. Update to MTFS 2016-20

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

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

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

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

6. CAPITAL PROGRAMME 2016-20: UPDATE

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

- 6.2 The programme has been reviewed by scrutiny panels.

- 6.3 Monthly monitoring of the approved programme for 2015/16 has been ongoing and there will inevitably be further changes arising from slippage, reprofiling and the announcement of capital grants as part of the local government finance settlement which has yet to be announced.

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

- 6.5 The estimated revenue implications of funding the draft capital programme are summarised in paragraph 2.5.3 and these have been incorporated into the latest draft MTFS 2016-20.

7. CONSULTATION UNDERTAKEN OR PROPOSED

- 7.1 There will be extensive consultation as the business plan process develops. This will include the Overview and Scrutiny panels and Commission, business ratepayers and all other relevant parties.

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

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

7.4 The pack will include:

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

8. TIMETABLE

8.1 In accordance with current financial reporting timetables.

9. FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

9.1 All relevant implications have been addressed in the report.

10. LEGAL AND STATUTORY IMPLICATIONS

10.1 All relevant implications have been addressed in the report.

11. HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

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

12. CRIME AND DISORDER IMPLICATIONS

12.1 Not applicable

13. RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

13.1 Not applicable

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

- Appendix 1: New savings/income proposals 2016-20**
- Appendix 2: Proposed amendments to savings previously agreed**
- Appendix 3: MTFS Update**
- Appendix 4: Capital Programme 2016-20**
- Appendix 5: Draft Equalities Assessments**
- Appendix 6: Service Plans 2016-20 (To follow)**
- Appendix 7: Budget Summaries (To follow)**

BACKGROUND PAPERS

Budget files held in the Corporate Services department.

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

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

Appendix 4a

Merton	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24	Updated Budget 24/25
Corporate Services	5,711,470	5,196,000	2,977,000	2,795,000	2,885,000	2,562,000	1,935,000	1,965,000	2,817,000
Community and Housing	2,307,650	1,055,000	280,000	280,000	630,000	280,000	280,000	280,000	280,000
Children, Schools & Families	13,943,480	20,297,550	11,189,950	4,805,000	6,650,000	4,658,000	650,000	755,000	650,000
Environment & Regeneration	19,718,800	13,285,300	10,226,300	4,277,000	4,217,000	4,252,000	4,217,000	4,217,000	4,277,000
Total Merton	41,681,400	39,833,850	24,673,250	12,157,000	14,382,000	11,752,000	7,082,000	7,217,000	8,024,000

Merton	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24	Updated Budget 24/25
Total Corporate Budgets	982,000	0	0	0	0	0	0	0	0
Total Business Improvement	550,000	175,000	442,000	190,000	0	592,000	175,000	190,000	442,000
Total Corporate Governance	0	0	0	0	0	0	0	0	0
Total Resources	108,200	0	0	0	825,000	0	0	0	0
Total Information Technology	1,525,000	2,021,000	785,000	1,230,000	1,060,000	970,000	760,000	775,000	1,375,000
Total Facilities Management	2,546,270	3,000,000	1,750,000	1,375,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Total Corporate Services	5,711,470	5,196,000	2,977,000	2,795,000	2,885,000	2,562,000	1,935,000	1,965,000	2,817,000
Community and Housing									
Total Adult Social Care	43,750	0	0	0	0	0	0	0	0
Total Merton Adult Education	0	0	0	0	0	0	0	0	0
Housing									
The Gables Mitcham	0	0	0	0	0	0	0	0	0
8 Wilton Road	0	0	0	0	0	0	0	0	0
Western Road	875,000	0	0	0	0	0	0	0	0
Disabled Facilities	1,188,900	755,000	280,000	280,000	280,000	280,000	280,000	280,000	280,000
Other Housing	0	0	0	0	0	0	0	0	0
Total Libraries	200,000	300,000	0	0	350,000	0	0	0	0

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

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

Appendix 4a

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

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

Appendix 4b

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

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

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

Appendix 4b

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

Corporate Services	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24	Updated Budget 24/25
Corporate Budgets									
Acquisitions Budget	500,000	0	0	0	0	0	0	0	0
Capital Bidding Fund	482,000	0	0	0	0	0	0	0	0
Total Corporate Budgets	982,000	0	0	0	0	0	0	0	0
Business Improvements									
Planweb/Stratus Update	0	0	42,000	0	0	42,000	0	0	42,000
M3 LP and PP	500,000	0	0	0	0	500,000	0	0	0
Map Information	50,000	0	0	0	0	50,000	0	0	0
Aligned Assets	0	75,000	0	0	0	0	75,000	0	0
Electronic Asset Management	0	0	0	190,000	0	0	0	190,000	0
Revenue & Benefits	0	0	400,000	0	0	0	0	0	400,000
Capita Housing	0	100,000	0	0	0	0	100,000	0	0
Total Business Improvement	550,000	175,000	442,000	190,000	0	592,000	175,000	190,000	442,000
Resources									
Replacement of Civica Icon	0	0	0	0	125,000	0	0	0	0
Improving Information Systems	108,200	0	0	0	700,000	0	0	0	0
Total Resources	108,200	0	0	0	825,000	0	0	0	0
Information Technology									
Planned Replacement Programme	1,125,000	1,746,000	510,000	430,000	860,000	770,000	560,000	575,000	575,000
ITSD Enhancements	200,000	200,000	275,000	200,000	200,000	200,000	200,000	200,000	200,000
Multi-Functioning Device (MFD)	200,000	75,000	0	600,000	0	0	0	0	600,000
Total Information Technology	1,525,000	2,021,000	785,000	1,230,000	1,060,000	970,000	760,000	775,000	1,375,000

Corporate Services	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24	Updated Budget 24/25
Invest to Save Schemes	1,300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Water Safety Works	150,000	150,000	100,000	0	0	0	0	0	0
Asbestos Safety Works	250,000	250,000	250,000	0	0	0	0	0	0
Capital Works - Facilities	300,000	300,000	300,000	700,000	700,000	700,000	700,000	700,000	700,000
Civic Centre Passenger Lifts	46,270	0	0	0	0	0	0	0	0
Civic Centre Boilers	0	0	300,000	0	0	0	0	0	0
Data Centre Support Equipment	0	0	300,000	0	0	0	0	0	0
Civic Centre Staff Entrance Improve	0	0	200,000	0	0	0	0	0	0
Photovoltaics (PV) and Energy Cons	500,000	2,000,000	0	0	0	0	0	0	0
Civic Centre Lightning Upgrade	0	0	0	300,000	0	0	0	0	0
Civic Centre Block Paving	0	0	0	75,000	0	0	0	0	0
Total Facilities Management	2,546,270	3,000,000	1,750,000	1,375,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
TOTAL	5,711,470	5,196,000	2,977,000	2,795,000	2,885,000	2,562,000	1,935,000	1,965,000	2,817,000

Community and Housing	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24	Updated Budget 24/25
Adult Social Care									
Telehealth	43,750	0	0	0	0	0	0	0	0
Total Adult Social Care	43,750	0	0	0	0	0	0	0	0
Housing									
191-193 Western Road	115,000	0	0	0	0	0	0	0	0
Western Road *	760,000	0	0	0	0	0	0	0	0
Disabled Facilities Grant	1,188,900	755,000	280,000	280,000	280,000	280,000	280,000	280,000	280,000
Small Repairs Grant	0	0	0	0	0	0	0	0	0
Total Housing	2,063,900	755,000	280,000	280,000	280,000	280,000	280,000	280,000	280,000
Libraries									
Colliers Wood Library Re-Fit	200,000	0	0	0	0	0	0	0	0
West Barnes Library Re-Fit	0	200,000	0	0	0	0	0	0	0
Library Management System	0	100,000	0	0	0	0	0	0	0
Library Self Service	0	0	0	0	350,000	0	0	0	0
Total Libraries	200,000	300,000	0	0	350,000	0	0	0	0
TOTAL	2,307,650	1,055,000	280,000	280,000	630,000	280,000	280,000	280,000	280,000

Children, Schools and Families	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24	Updated Budget 24/25
Primary School Expansions									
Dundonald expansion	2,120,200	0	0	0	0	0	0	0	0
Singlegate expansion	732,000	0	0	0	0	0	0	0	0
Beecholme	0	0	0	0	0	0	0	0	0
23 FE School Expansion 1fe Expans	0	0	0	0	0	0	0	0	0
26 FE School Expansion - Temp Cla	0	0	0	0	0	0	0	0	0
27 FE School Expansion - Temp Cla	0	0	0	0	0	0	0	0	0
28 FE School Expansion - Temp Cla	0	0	0	0	0	0	0	0	0
Total Primary School Expansions	2,852,200	0	0	0	0	0	0	0	0
Scheme 1 Phased Extra 4fe	2,798,710	1,500,000	0	0	0	0	0	0	0
Scheme 2 Phased Extra 4fe	70,000	2,948,740	2,681,000	0	0	0	0	0	0
Scheme 3 Phased Extra 2fe	557,800	2,000,000	0	0	0	0	0	0	0
Scheme 5 Phased Extra 2fe	0	100,000	2,530,000	3,200,000	0	0	0	0	0
Scheme 6 Phased Extra 2fe	0	0	0	0	0	0	0	0	0
Scheme 4 New School Extra 6fe	5,040,000	7,000,000	4,478,950	0	6,000,000	4,008,000	0	0	0
Total Secondary School Expansio	8,466,510	13,548,740	9,689,950	3,200,000	6,000,000	4,008,000	0	0	0
Cricket Green	721,520	2,883,160	0	0	0	0	0	0	0
Perseid	0	0	850,000	850,000	0	0	0	0	0
Perseid - Further 28 Places Primary	548,800	2,551,200	0	0	0	0	0	0	0
Secondary School Autism Unit	600,000	560,000	0	0	0	0	0	0	0
Total SEN	1,870,320	5,994,360	850,000	850,000	0	0	0	0	0
Other									
Inflation Contingency	0	0	0	0	0	0	0	0	0
Devolved Formula Capital	0	0	0	0	0	0	0	0	0
Schs Cap Maint & Accessibility	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000
Schools Equipment Loans	104,450	104,450	0	0	0	0	0	0	0
Admissions IT System	0	0	0	105,000	0	0	0	105,000	0
Total Other	754,450	754,450	650,000	755,000	650,000	650,000	650,000	755,000	650,000
TOTAL	13,943,480	20,297,550	11,189,950	4,805,000	6,650,000	4,658,000	650,000	755,000	650,000

Environment and Regeneration	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24	Updated Budget 24/25
Footways Planned Works									
Repairs to Footways	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Total Footways Planned Works	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Greenspaces									
Parks Investment	276,000	216,000	322,500	325,000	325,000	325,000	325,000	325,000	325,000
Canons Parks for People Dev HLF	113,000	0	0	0	0	0	0	0	0
Pay and Display Machines	0	0	0	60,000	0	0	0	0	60,000
Parks Bins - Finance Lease	34,000	34,000	27,500	0	0	0	0	0	0
Total Greenspaces	423,000	250,000	350,000	385,000	325,000	325,000	325,000	325,000	385,000
Highways General Planned Works									
Surface Water Drainage	69,000	69,000	72,000	77,000	77,000	77,000	77,000	77,000	77,000
Highways bridges & structures	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000
Maintain AntiSkid and Coloured	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000
Total Highways General Planned Works	419,000	419,000	422,000	427,000	427,000	427,000	427,000	427,000	427,000
Highways Planned Road Works									
Borough Roads Maintenance	1,500,000	1,500,000	1,500,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000
Total Highways Planned Road Works	1,500,000	1,500,000	1,500,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000
Leisure Centres									
Leisure Centre Plant & Machine	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Morden Leisure Centre	9,000,000	1,000,000	0	0	0	0	0	0	0
Wimbledon Park Lake De-Silting	0	0	1,500,000	0	0	0	0	0	0
Total Leisure Centres	9,300,000	1,300,000	1,800,000	300,000	300,000	300,000	300,000	300,000	300,000
Other E&R									
Mortuary Provision	45,000	0	0	0	0	0	0	0	0
Total Other E&R	45,000	0	0	0	0	0	0	0	0
On and Off Street Parking									
Replacing Handheld Computers	35,000	0	0	0	0	35,000	0	0	0
Total On and Off Street Parking	35,000	0	0	0	0	35,000	0	0	0

Environment and Regeneration	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24	Updated Budget 24/25
Regeneration Partnerships									
Industrial Estate Investment	450,000	0	0	0	0	0	0	0	0
Mitcham Major schemes - TfL	1,000,000	700,000	0	0	0	0	0	0	0
Town Centre Investment	1,037,000	0	0	0	0	0	0	0	0
Morden shopping parades	410,000	0	0	0	0	0	0	0	0
Brighter Business	55,000	0	0	0	0	0	0	0	0
Morden - TfL	120,000	220,000	2,000,000	0	0	0	0	0	0
Total Regeneration Partnerships	3,072,000	920,000	2,000,000	0	0	0	0	0	0
Street Lighting									
Street Lighting Replacement Pr	462,000	290,000	509,000	290,000	290,000	290,000	290,000	290,000	290,000
Total Street Lighting	462,000	290,000	509,000	290,000	290,000	290,000	290,000	290,000	290,000
Street Scene									
Street Tree Programme	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Total Street Scene	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Transport for London									
Unallocated	1,754,800	1,844,800	1,864,800	0	0	0	0	0	0
Total Transport for London	1,754,800	1,844,800	1,864,800	0	0	0	0	0	0
Traffic and Parking Management									
Traffic Schemes	150,000	156,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000
Tackling Traffic Congestion	532,500	0	0	0	0	0	0	0	0
£1 Coinage Changs P&D Mach.	120,000	0	0	0	0	0	0	0	0
Total Traffic and Parking Management	802,500	156,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000
Transport and Plant									
Replacement of Fleet Vehicles	500,000	500,000	500,000	350,000	350,000	350,000	350,000	350,000	350,000
Transportation Enhancements	0	5,000,000	0	0	0	0	0	0	0
Total Transport and Plant	500,000	5,500,000	500,000	350,000	350,000	350,000	350,000	350,000	350,000
Safer Merton - CCTV & ASB									
CCTV (match funding)	300,000	0	0	0	0	0	0	0	0
Total Safer Merton - CCTV & ASB	300,000	0	0	0	0	0	0	0	0
Waste Operations									
Alley Gating Scheme - Fly Tip	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Waste Bins - Finance Lease	5,500	5,500	5,500	0	0	0	0	0	0
Total Waste Operations	45,500	45,500	45,500	40,000	40,000	40,000	40,000	40,000	40,000
TOTAL	19,718,800	13,285,300	10,226,300	4,277,000	4,217,000	4,252,000	4,217,000	4,217,000	4,277,000

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

	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24	Updated Budget 24/25
Corporate Services									
Corporate Budgets									
Acquisitions Budget	0	0	0	0	0	0	0	0	0
Capital Bidding Fund	0	0	0	0	0	0	0	0	0
Total Corporate Budgets	0	0	0	0	0	0	0	0	0
Business Improvements									
Planweb/Stratus Update	0	0	42,000	0	0	42,000	0	0	42,000
M3 LP and PP	500,000	0	0	0	0	500,000	0	0	0
Map Information	50,000	0	0	0	0	50,000	0	0	0
Aligned Assets	0	75,000	0	0	0	0	75,000	0	0
Customer Contact Programme	0	0	0	0	0	0	0	0	0
Electronic Asset Management	0	0	0	190,000	0	0	0	190,000	0
Revenue & Benefits	0	0	400,000	0	0	0	0	0	400,000
Capita Housing	0	100,000	0	0	0	0	100,000	0	0
Replacement SC System	0	0	0	0	0	0	0	0	0
Total Business Improvement	550,000	175,000	442,000	190,000	0	592,000	175,000	190,000	442,000
Resources									
Replacement of Civica Icon	0	0	0	0	125,000	0	0	0	0
Improving Information Systems	0	0	0	0	700,000	0	0	0	0
Total Resources	0	0	0	0	825,000	0	0	0	0
Information Technology									
Planned Replacement Programme	(287,000)	60,000	(447,000)	(145,000)	0	0	0	0	0
ITSD Enhancements	(50,000)	80,000	225,000	200,000	200,000	200,000	200,000	200,000	200,000
Multi-Functioning Device (MFD)	0	0	0	600,000	0	0	0	0	600,000
Total Information Technology	(337,000)	140,000	(222,000)	655,000	200,000	200,000	200,000	200,000	800,000

	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24	Updated Budget 24/25
Corporate Services									
Facilities Management									
Invest to Save Schemes	0	0	0	0	0	0	0	0	0
Water Safety Works	0	0	0	(75,000)	(50,000)	(25,000)	(25,000)	(25,000)	(25,000)
Asbestos Safety Works	0	0	0	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
Capital Works - Facilities	0	0	0	400,000	400,000	400,000	400,000	400,000	400,000
Civic Centre Passenger Lifts	0	0	0	0	0	0	0	0	0
Civic Centre Boilers	0	0	0	0	0	0	0	0	0
Data Centre Support Equipment	0	0	0	0	0	0	0	0	0
Civic Centre Staff Entrance Improvement	0	0	0	0	0	0	0	0	0
Photovoltaics (PV) and Energy Conservation	500,000	2,000,000	0	0	0	0	0	0	0
Civic Centre Lightning Upgrade	0	0	0	300,000	0	0	0	0	0
Civic Centre Block Paving	0	0	0	75,000	0	0	0	0	0
Total Facilities Management	500,000	2,000,000	0	450,000	100,000	125,000	125,000	125,000	125,000
TOTAL	713,000	2,315,000	220,000	1,295,000	1,125,000	917,000	500,000	515,000	1,367,000

	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24	Updated Budget 24/25
Community and Housing									
Adult Social Care									
Telehealth	0	0	0	0	0	0	0	0	0
Total Adult Social Care	0	0	0	0	0	0	0	0	0
Housing									
191-193 Western Road	0	0	0	0	0	0	0	0	0
Western Road *	0	0	0	0	0	0	0	0	0
Disabled Facilities Grant	0	0	0	0	0	0	0	0	0
Small Repairs Grant	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)
Total Housing	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)
Libraries									
Colliers Wood Library Re-Fit	0	0	0	0	0	0	0	0	0
West Barnes Library Re-Fit	0	200,000	0	0	0	0	0	0	0
Library Management System	0	100,000	0	0	0	0	0	0	0
Library Self Service	0	0	0	0	350,000	0	0	0	0
Total Libraries	0	300,000	0	0	350,000	0	0	0	0
TOTAL	(60,000)	240,000	(60,000)	(60,000)	290,000	(60,000)	(60,000)	(60,000)	(60,000)

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

Appendix 4d

Children, Schools and Families	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24	Updated Budget 24/25
Primary School Expansions									
Dundonald expansion	0	0	0	0	0	0	0	0	0
Singlegate expansion	0	0	0	0	0	0	0	0	0
Beecholme	(2,575,000)	(2,075,000)	0	0	0	0	0	0	0
23 FE School Expansion 1fe Expans	(100,000)	(555,000)	(2,575,000)	(1,600,000)	0	0	0	0	0
26 FE School Expansion - Temp Cla	0	(618,780)	0	0	0	0	0	0	0
27 FE School Expansion - Temp Cla	0	(300,000)	0	0	0	0	0	0	0
28 FE School Expansion - Temp Cla	0	(300,000)	0	0	0	0	0	0	0
Total Primary School Expansions	(2,675,000)	(3,848,780)	(2,575,000)	(1,600,000)	0	0	0	0	0
Scheme 1 Phased Extra 4fe	(1,290)	1,500,000	(3,677,560)	0	0	0	0	0	0
Scheme 2 Phased Extra 4fe	(2,780,000)	2,948,740	410,880	0	0	0	0	0	0
Scheme 3 Phased Extra 2fe	(2,362,200)	2,000,000	0	0	0	0	0	0	0
Scheme 5 Phased Extra 2fe	(95,000)	(1,400,000)	1,002,360	3,200,000	0	0	0	0	0
Scheme 6 Phased Extra 2fe	(1,900,000)	(3,000,000)	(2,000,000)	0	0	0	0	0	0
Scheme 4 New School Extra 6fe	(110,000)	0	0	0	0	0	0	0	0
Total Secondary School Expansio	(7,248,490)	2,048,740	(4,264,320)	3,200,000	0	0	0	0	0
Cricket Green	(1,310,690)	1,383,160	0	0	0	0	0	0	0
Perseid	0	0	0	0	0	0	0	0	0
Perseid - Further 28 Places Primary	(1,051,200)	1,051,200	0	0	0	0	0	0	0
Secondary School Autism Unit	(560,000)	560,000	0	0	0	0	0	0	0
Total SEN	(2,921,890)	2,994,360	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Inflation Contingency	(2,433,860)	(1,875,580)	(2,074,530)	(165,600)	(596,800)	(401,580)	(8,800)	(8,800)	(8,800)
Devolved Formula Capital	0	0	0	0	0	0	0	0	0
Schools Equipment Loans	0	0	0	0	0	0	0	0	0
Admissions IT System	0	0	0	105,000	0	0	0	105,000	0
Total Other	(2,433,860)	(1,875,580)	(2,074,530)	(60,600)	(596,800)	(401,580)	(8,800)	96,200	(8,800)
TOTAL	(15,279,240)	(681,260)	(8,913,850)	1,539,400	(596,800)	(401,580)	(8,800)	96,200	(8,800)

Environment and Regeneration	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24	Updated Budget 24/25
Footways Planned Works									
Repairs to Footways	0	0	0	0	0	0	0	0	0
Total Footways Planned Works	0	0	0	0	0	0	0	0	0
Greenspaces									
Parks Investment	0	0	0	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
Canons Parks for People Dev HLF	0	0	0	0	0	0	0	0	0
Pay and Display Machines	0	0	0	60,000	0	0	0	0	60,000
Parks Bins - Finance Lease	0	0	0	0	0	0	0	0	0
Total Greenspaces	0	0	0	35,000	(25,000)	(25,000)	(25,000)	(25,000)	35,000
Highways General Planned Works									
Surface Water Drainage	0	0	3,000	8,000	8,000	8,000	8,000	8,000	8,000
Highways bridges & structures	0	0	0	0	0	0	0	0	0
Maintain AntiSkid and Coloured	0	0	0	0	0	0	0	0	0
Total Highways General Planned Works	0	0	3,000	8,000	8,000	8,000	8,000	8,000	8,000
Highways Planned Road Works									
Borough Roads Maintenance	0	0	0	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
Total Highways Planned Road Works	0	0	0	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
Leisure Centres									
Leisure Centre Plant & Machine	0	0	0	0	0	0	0	0	0
Morden Leisure Centre	0	0	0	0	0	0	0	0	0
Wimbledon Park Lake De-Silting	0	0	0	0	0	0	0	0	0
Total Leisure Centres	0	0	0	0	0	0	0	0	0
Other E&R									
Mortuary Provision	45,000	0	0	0	0	0	0	0	0
Total Other E&R	45,000	0	0	0	0	0	0	0	0
On and Off Street Parking									
Replacing Handheld Computers	35,000	0	0	0	0	35,000	0	0	0
Total On and Off Street Parking	35,000	0	0	0	0	35,000	0	0	0

Environment and Regeneration	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24	Updated Budget 24/25
Regeneration Partnerships									
Industrial Estate Investment	0	0	0	0	0	0	0	0	0
Mitcham Major schemes - TfL	(1,484,000)	700,000	0	0	0	0	0	0	0
Town Centre Investment	0	0	0	0	0	0	0	0	0
Morden shopping parades	0	0	0	0	0	0	0	0	0
Brighter Business	0	0	0	0	0	0	0	0	0
Wimbledon - TfL	(3,200,000)	0	0	0	0	0	0	0	0
Morden - TfL	(180,000)	(2,780,000)	2,000,000	0	0	0	0	0	0
Total Regeneration Partnerships	(4,864,000)	(2,080,000)	2,000,000	0	0	0	0	0	0
Street Lighting									
Street Lighting Replacement Pr	0	0	0	(219,000)	0	0	0	0	0
Total Street Lighting	0	0	0	(219,000)	0	0	0	0	0
Street Scene									
Street Tree Programme	0	0	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)
Total Street Scene	0	0	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)
Transport for London									
Unallocated	(71,200)	18,800	1,864,800	0	0	0	0	0	0
Total Transport for London	(71,200)	18,800	1,864,800	0	0	0	0	0	0
Traffic and Parking Management									
Traffic Schemes	0	0	0	0	0	0	0	0	0
Tackling Traffic Congestion	0	0	0	0	0	0	0	0	0
£1 Coinage Chngs P&D Mach.	120,000	0	0	0	0	0	0	0	0
Total Traffic & Parking Mngmnt	120,000	0	0	0	0	0	0	0	0
Transport and Plant									
Replacement of Fleet Vehicles	0	0	0	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)
Transportation Enhancements	0	0	0	0	0	0	0	0	0
Total Transport and Plant	0	0	0	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)
Safer Merton - CCTV & ASB									
CCTV (match funding)	0	0	0	0	0	0	0	0	0
Total Safer Merton - CCTV & ASB	0	0	0	0	0	0	0	0	0
Waste Operations									
Alley Gating Scheme - Fly Tip	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Waste Bins - Finance Lease	0	0	0	0	0	0	0	0	0
Total Waste Operations	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
TOTAL	(4,715,200)	(2,041,200)	3,847,800	(596,000)	(437,000)	(402,000)	(437,000)	(437,000)	(377,000)

Merton	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24	Updated Budget 24/25
Total Corporate Services	108,200	0	0	190,000	(100,000)	0	0	190,000	(100,000)
Total Community and Housing	43,750	475,000	0	0	0	0	0	0	0
Total Children, Schools & Families	(1,637,530)	1,800,000	0	0	0	0	0	0	0
Total Environment and Regeneration	(2,592,700)	(2,061,200)	3,864,800	0	0	0	0	0	0
	(4,078,280)	213,800	3,864,800	190,000	(100,000)	0	0	190,000	(100,000)

Schemes By Department	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24	Updated Budget 24/25
Corporate Budgets									
Electronic Asset Management	0	0	0	190,000	(100,000)			190,000	(100,000)
Improving Information Systems	108,200	0	0	0	0	0	0	0	0
Community and Housing									
Telehealth	43,750	0	0	0	0	0	0	0	0
Disabled Facilities Grant	0	475,000	0	0	0	0	0	0	0
Children, Schools and Families									
Singlegate expansion	(200,000)	0	0	0	0	0	0	0	0
Scheme 1 Phased Extra 4fe	20,000	0	0	0	0	0	0	0	0
Scheme 2 Phased Extra 4fe	70,000	0	0	0	0	0	0	0	0
Scheme 3 Phased Extra 2fe	(660,000)	800,000	0	0	0	0	0	0	0
Scheme 4 New School Extra 6fe	60,000	0	0	0	0	0	0	0	0
Cricket Green	721,520	2,883,160	0	0	0	0	0	0	0
Perseid - Further 28 Places Primary u	(1,649,050)	(1,883,160)	0	0	0	0	0	0	0
Environment and Regeneration									
Parks Investment	(55,000)	0	0	0	0	0	0	0	0
Mortuary Provision	(55,000)	0	0	0	0	0	0	0	0
Mitcham Major schemes - TfL	116,000	700,000	0	0	0	0	0	0	0
Wimbledon - TfL	(3,000,000)	0	0	0	0	0	0	0	0
Morden - TfL	(180,000)	(2,780,000)	2,000,000	0	0	0	0	0	0
Unallocated	(71,200)	18,800	1,864,800	0	0	0	0	0	0
£1 Coinage Changs P&D Machines	120,000	0	0	0	0	0	0	0	0
Tackling Traffic Congestion	532,500	0	0	0	0	0	0	0	0
Total Movement Since October	(4,078,280)	213,800	3,864,800	190,000	(100,000)	0	0	190,000	(100,000)

Committee: Children and Young People Overview and Scrutiny Panel

Date: 13th January 2016

Agenda item:

Wards:

Subject: CSF Department Target Operating Model (TOM) – Major Projects 2016-17

Lead officer: Yvette Stanley, Director of Children's Services

Lead members: Councillor Maxi Martin; Councillor Martin Whelton

Forward Plan reference number:

Contact officer: Paul Ballatt, Assistant Director, Commissioning, Strategy and Performance

Recommendations:

A. Panel notes the major projects outlined in the report.

B.

1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

1.1. As part of transformation work across the council, each Department has been required to review its functions and develop new Target Operating Models (TOMs). This is an iterative process and since Autumn 2015 Departments have been reviewing and refreshing their TOMs. Details of work to implement new TOMs is captured in Divisional Service Plans, draft versions of which are found in the Savings Proposals Consultation Pack provided to Panel members for this meeting. For ease of reference, the major projects to be progressed by CSF Department in 2016-17 are attached in Appendix One to this report.

2 DETAILS

2.1. See Appendix One

3 ALTERNATIVE OPTIONS

3.1. None for the purposes of this report.

4 CONSULTATION UNDERTAKEN OR PROPOSED

4.1. None for the purposes of this report although consultation is a key component in a number of the projects noted.

5 TIMETABLE

5.1. All projects are to be progressed in 2016-17. Some have been initiated in previous years and others will continue beyond 2016-17.

6 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

- 6.1. TOM projects have been identified to secure savings, improve outcomes or address legislative and public policy changes.

7 LEGAL AND STATUTORY IMPLICATIONS

- 7.1. TOM projects have been identified to secure savings, improve outcomes or address legislative and public policy changes.

8 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

- 8.1. All TOM projects will take into account these considerations as appropriate.

9 CRIME AND DISORDER IMPLICATIONS

- 9.1. There are specific implications within two of the TOM projects noted – Transforming Families and youth justice

10 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

- 10.1. All TOM projects will identify and mitigate risks. There are no specific health and safety implications.

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

- CSF Dept TOM – Major Projects 2016-17.

12 BACKGROUND PAPERS

- N/A

CSF DEPARTMENT TARGET OPERATING MODEL – KEY PROJECTS 2016/17

PROJECT TITLE	PROJECT DESCRIPTION	DMT LEAD
School Improvement through Partnership	Ongoing development of the Merton Education Partnership and brokerage of school to school support through Merton Leaders of Education, primary expert teachers and liaison with Teaching Schools. Partnership with schools on redefining LA functions as part of the overall Education TOM.	Jane McSherry
Transforming Early Years	Securing supply of good quality sufficient number of funded education places for 2, 3 and 4 year olds. On-going development of the Locality Model to reorganise Children's Centre provision to maximise outcomes within available funding. Service realignment and standardisation across back office functions. Develop further alternative / shared / mixed use for the centres to include an accommodation review and ICT infrastructure review. To increase income and develop a charging framework across the service, including customer contact and self serve options for fee paying customers.	Jane McSherry
Implementation of requirements of Children & Families Act	Continued implementation of legislative requirements including embedding the EHC assessment and planning framework inc establishment of a secure web portal; further development of the local offer and preparation for adulthood pathways; further rollout of personal budgets for those families that want them. Work also includes addressing new statutory duty for age 19-25.	Jane McSherry
Youth Transformation phases 3 & 4	Further implementation of existing TOM for universal youth services including implementation of new funding models for Phipps Bridge and Pollards Hill Youth Centres.	Jane McSherry
Deliver Transforming Families Year 2 and Year 3 Programme	Continue current TF programme and claiming of performance based grant funding from central government. Development and implementation of an exit strategy for end of TF funding and realigning residual TF capacity into CSF family intervention for the future.	Paul Angeli
Youth Justice	Development of policy and practice response to likely public policy and national funding changes in respect of youth justice services.	Paul Angeli
MOSAIC	Cross-cutting project to provide new client information IT system for both CSF & C&H casework, including financial aspects. Project led overall by Corporate Services. Will encompass capability to deal with new statutory requirements including C&F Act in relation to CYP with SEND. System will provide management information & reporting for internal performance management, external statutory reporting and for inspection purposes. Implementation phase includes extensive work to improve associated business processes. Involves parts of Education Division dealing with casework. System will also be used by R&I & ART within CSP Division.	Paul Angeli
Joint Work with Housing Needs	To develop joint approaches for a range of service users including accommodation for older LAC/care leavers; unaccompanied asylum seekers and families with no recourse to	Paul Angeli

Appendix One

	public funds.	
Commissioning	Further development of joint commissioning with Public Health and Merton CCG. Ensure effective mobilisation of new community health contract from April 2016. Drive implementation of new CAMHs strategy. Progress work with PH and CCG to explore and implement more integrated models for the future commissioning of services for CYP & families.	Paul Ballatt
Children's Home Procurement	Secure mandate from MIB and Procurement Board to tender for provision of a small children's home in Merton to increase placement options for adolescent LAC. Progress procurement during 2016-17.	Paul Ballatt
Implementation of Secondary School and SEN Places Strategy	Continue liaison with Education Funding Agency and Harris Federation to deliver a new secondary (Free) school in the Wimbledon area. Implement expansion of 2/3 secondary schools in east of the borough to achieve overall additional places needed. Also work with Education Division to develop overall strategy for provision of sufficient and suitable SEN places in Merton. Undertake statutory processes and procure/plan/deliver construction contracts.	Paul Ballatt
Release of Assets	Implementation of flexible working for CSF services in the Civic Centre will enable further release of outposted accommodation. Review other asset release possibilities in CSF inc in schools estate.	Paul Ballatt

Committee: Children and Young People Overview and Scrutiny Panel

Date: 13 January 2016

Agenda item:

Wards: All

Subject: Update on Developments Affecting Children, Schools and Families Department

Lead officer: Yvette Stanley, Director of Children, Schools and Families Dept

Lead members: Cllr Maxi Martin, Cllr Martin Whelton

Forward Plan reference number: N/A

Contact officer: Paul Ballatt, Assistant Director, Commissioning, Strategy and Performance

Recommendations:

A. Members of the panel note the contents of the report.

1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

1.1. The report provides members of the panel with information on key developments affecting Children, Schools and Families Department since the panel's last meeting in November 2015.

2 DETAILS

2.1 There have been a number of school Ofsted inspections since the last report. Of those which have already been published, the rating for Lonesome primary school has moved from requiring improvement to good; Gorrington primary school has been rated as requiring improvement. Raynes Park secondary school has also improved to a good rating and the SMART centre has retained its rating of good. Perseid school has retained a rating of outstanding.

2.2 At the point of writing this report, 89% of Merton pupils are attending primary, secondary or special schools rated good or better – Merton is performing above London and national averages on this aggregated measure. 100% of our special and secondary schools are good or outstanding – Merton's performance is again above London and national averages.

2.3 National Key Stage 2 results for 2015 have now been validated. In Merton schools, 82% of pupils achieved level 4 or above in reading, writing and Maths. This is an improvement from 79% in 2014 and is above the national average for this measure.

2.4 Officers are continuing to work with EFA and the Harris Federation to identify a site for the new secondary school in the Wimbledon area which

- has pre-opening approval. Negotiations are ongoing in respect of two specific site options. Officers are also in discussions with EFA on the financial contribution the council will be expected to make to the delivery of the scheme. This will be necessary as the new school will meet some of Merton's 'basic need' for secondary school places for which the council receives grant from central government.
- 2.5 In addition to the new school, pupil place planning projections indicate that further secondary school places are required over the next few years. In January 2016, Cabinet is to be asked to approve the expansion of Harris Merton school by two forms of entry. Officers will also recommend that further expansions of schools in the east of the borough should not be progressed at this stage but should be kept under close review.
- 2.6 Numbers of children with disabilities and SEN are increasing in line with the overall demographic increase in school age children the borough is experiencing. Officers are currently reviewing the approach to be taken to meet the additional SEN places needed. To date, expansions at Perseid and Cricket Green schools have been undertaken. As part of an overall refresh of the council's SEN strategy, officers are now considering wider options for new SEN places.
- 2.7 Higher numbers of children with disabilities and SEN are also resulting in greater demand for the new EHC plans introduced in the Children and Families Act 2014. Pressure on the SENDIS service is exacerbated by the need to 'transfer' old SEN statements into the new EHC model. There is a nationally mandated framework for these transfers over the next few years and additional capacity has been identified, to be funded from national SEN implementation grant received by the council, to meet the current workload demands in the service.
- 2.8 To meet financial targets across the department, and as part of our work to refresh our service Target Operating Models (TOMs) officers are proposing an increase in fees for day care places for children under 5 directly provided by the council as part of our Early Years TOM. The council has been subsidising day care places in our own provision for many years and has not reviewed fees for some time. The level of subsidy in the current financial year is in the region of £160,000. Given the scale of the loss of grant to the council this subsidy is no longer sustainable and the proposed fee increases will both reduce the subsidy to around £50,000 in the first year and bring charges closer into line with privately managed childcare provision. Parents have been advised of the increase which is due to be implemented from April 2016. Our Early Years Service is also working closely with Public Health and the new Community Health provider to further embed health visiting into our children's centres enabling greater service integration and appropriately sharing the administrative and back office costs of centres to shared advantage.
- 2.9 Previous savings proposals have significantly reduced the budgets available to provide universal youth services in Merton. The youth service's TOM has been the shift from a predominantly directly provided service to one which

has built partnerships with the local community and voluntary service partly commissioned by the council and increasingly dependent on accessing alternative funding sources. Supported by the local MP for Mitcham and Morden, negotiations with local housing providers and other potential funders including Lord Harris and the Wimbledon Lawn Tennis Association have resulted in financial commitments which will enable two existing youth centres, Pollards Hill and Phipps Bridge, to continue operating at least until the end of 2016-17.

- 2.10 Alternative funding models are also being explored for the delivery of other services provided or commissioned by the department. Merton is currently working with GLA and five other London Boroughs on a feasibility study for the provision of a multi-borough 'edge of care' service via a Social Impact Bond (SIB) funding arrangement. This approach involves attracting investment 'up front' from bodies such as charitable trusts to provide services/interventions which prevent children from entering the care system with the council only paying for successful outcomes. Although relatively new, the SIB approach is already in place in the UK and has been shown to produce savings for commissioning authorities.
- 2.11 The paragraphs above outline some of the activity officers are undertaking in respect of our overall departmental TOM. Information on other key TOM projects is provided elsewhere on this meeting's agenda. Some of our thinking on new service models is also being influenced by public policy developments being considered by central government. For example, in line with its longstanding commitment to increase the numbers of LAC adopted from care, central government is currently proposing potential regionalisation of aspects of adoption services. In London, this could result in Merton's adoption services capacity being transferred to a regional or sub-regional adoption agency which might assume responsibility for the recruitment and matching of adopters and children across the region and/or it might provide post adoption support. The London situation is complex given the number of boroughs involved and the scale of any procurement is likely to trigger EU procurement rules. Merton's performance in this area of practice has improved significantly over recent years and as a low spending authority its spend is already significantly lower than many boroughs'. Officers are working actively with colleagues across London to explore what aspects of provision would provide best outcomes and reduce costs. The department will be tracking developments closely.
- 2.12 In response to the greater national focus on child sexual exploitation and radicalisation of young people, which is being reflected in the greater focus of Ofsted on these issues in inspection activity, the department and key partner agencies have strengthened local arrangements to train the workforce, improve intelligence sharing across and between agencies, and intervene more robustly to protect young people and act against perpetrators. Awareness raising has been undertaken across the multi-agency governance arrangements in place and with the council's corporate managers. A programme of compulsory training on Prevent is currently being implemented for CSF department staff.

- 2.13 Members of the panel will be aware of the issues arising from the purchase by Tower Hamlets Council of Vantage House to accommodate a number of their homeless families. Inevitably this action will result in increased pressure on Merton's universal, targeted and specialist services and the DCS is negotiating robustly with colleagues in Tower Hamlets to recognise and provide funding to address these pressures.

3 ALTERNATIVE OPTIONS

- 3.1. None for the purposes of this report.

4 CONSULTATION UNDERTAKEN OR PROPOSED

- 4.1. None for the purposes of this report.

5 TIMETABLE

- 5.1. N/A

6 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

- 6.1. No specific implications from this report.

7 LEGAL AND STATUTORY IMPLICATIONS

- 7.1. No specific implications from this report..

8 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

- 8.1. No specific implications from this report.

9 CRIME AND DISORDER IMPLICATIONS

- 9.1. No specific implications from this report.

10 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

- 10.1. No specific implications from this report..

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

- 11.1 N/A

12 BACKGROUND PAPERS

- 12.1. None

Committee: Children and Young People Overview and Scrutiny Panel

Date: 13 January 2016

Agenda item:

Wards: All wards

Subject: Performance monitoring 2015/16 (November 2015)

Lead officer: Paul Ballatt, Assistant Director of Commissioning, Strategy and Performance, Children Schools and Families

Lead member(s): Councillor Maxi Martin; Councillor Martin Whelton.

Forward Plan reference number: n/a

Contact officer: Naheed Chaudhry, Head of Policy, Planning and Performance.

Recommendations: That the Children and Young People's Overview and Scrutiny Panel:

A. Notes the current level of performance as at November 2015 (appendix 1)

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

1.1. To provide the Children and Young People Overview and Scrutiny Panel (CYP panel) with a regular update on the performance of the Children, Schools and Families Department and key partners. Data provided in appendix one is as at the end of November 2015. (At the point of publishing this report the December 2015 data has not yet been validated).

2. **DETAILS**

2.1. At a Children and Young People Scrutiny Panel meeting in June 2007 it was agreed that the Children Schools and Families Department would submit a regular performance report on a range of key performance indicators. This performance monitoring report would act as a 'health check' for the Panel and would be over and above the more detailed performance reports scheduled to the Panel which relate to specific areas of activities such as the annual Schools Standards report, Corporate Parenting Report, MSCB annual report etc. This performance index is periodically reviewed and revised by Members. A new dataset was agreed at the January 2015 Scrutiny meeting and has been implemented from April 2015.

2.2. **November 2015 Performance commentary**

2.3. Appendix one presents the performance dataset for 2015/16. Comments are provided below on exception only for those indicators reporting as Red or Amber.

2.4. **Line 3 Percentage of Education, Health and Care plans issued within statutory 20 week timescale (Year to Date) – Red (Quarterly indicator).**

2.5. 72% of all new Education Health and Care (EHC) plans have been completed within 20 weeks as at the end of Quarter two - this related to 43 of 60 plans against a target of 85%. This seasonal dip in performance during quarter two reflects challenges in obtaining professional input during the summer break. In continuing to embed this new statutory requirement we have delivered process maps to inform workflow and continued to develop working practices with other statutory agencies to ensure a timely response is provided for advice and/or professional input to an

EHC plan. We have also temporarily increased project support to manage the volume pressures associated with undertaking SEN Statement/ EHC plans transfers and responding to new EHC plan applications. The target set for this new measure was aspirational with no national benchmarking available at the time. We will be able to see national trends by mid 2016 and will review the target at that point.

2.6. **Line 8 Percentage of quorate attendance at child protection conferences (Quarterly) – Red. (Quarterly indicator).**

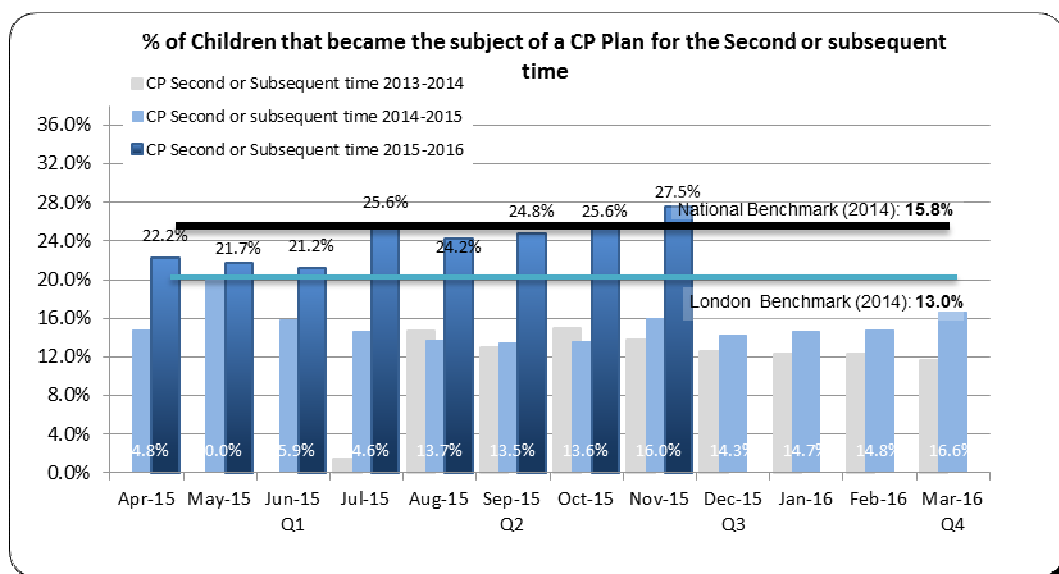
2.7. Eighty three per cent of all child protection conferences were quorate. This is below our normal average performance of c90%. No national benchmarking data is published for this indicator. The multi-agency attendance data has been reviewed by officers and there do not appear to be any patterns of non-attendance that can be attributed to any particular agencies. The Chair of MSCB has been informed of the dip in multi-agency performance. Within the department, officers have been advised to ensure that invitations continue to be sent out in a timely way. Child protection conference chairs have been advised to monitor the situation until the end of December following which the MSCB Chair will then raise the matter with agency executives if an improvement is not seen.

2.8. **Line 11 Percentage of children that became the subject of a Child Protection Plan for the second or subsequent time – Red.**

2.9. Twenty eight per cent of children subject to a child protection plan were the subject of a plan for the second or subsequent time. This indicator relates to 38 children with previous plans (new child protection plans started YTD 138).

2.10. The indicator has increased significantly in 2015/16 and is higher than Merton's norm. This indicator is also above the national average of 15.8% and above the London average of 13% (CIN census 2013/14). New benchmarking data will be available by December.

2.11. An audit of all cases has been completed to examine possible causes. There are no specific common features. Some plans have been ended prematurely without sufficient evidence of change resulting in the need for a further plan at a later date. Some inconsistency was also found in the application of Child protection /Child in Need thresholds. Auditors have fed back to Child Protection Conference chairs and training workshops have been held. This training has focused on helping social workers develop Child Protection plans which are more outcome focused and which are more clearly identifying the specific changes which are required before a Child Protection plan can be ended. Managers are closely monitoring the impact of this training on this indicator.



- 2.12. **Line 16 Percentage of Looked After Children cases which were reviewed within required timescales (Year to Date) – Amber.**
- 2.13. 97% of child children in care cases were reviewed within the required timescale, although below an ambitious target of 100%, this outturn performance is considered to be within thresholds of appropriate levels of performance. The DfE no longer publish national comparable data for this performance indicator. This is only the second time in the year when performance has dipped to 97%.
- 2.14. **Line 21 Number of in-house foster carers recruited (Year to Date) – Red. (Quarterly indicator)**
- 2.15. As at the end of September we had delivered 7 new foster carer approvals, with a further 11 in the assessment stage of the process. Although this is below our stretch target of 10 approvals by the end of quarter two and 20 in the full year, we have improved timescale for assessment of new foster carers, reducing the time taken from 6 to 5 months. We also expect new assessments to be initiated in the second part of the year.
- 2.16. We are continuing to deliver our recruitment strategy vigorously and are in the process of refreshing our annual Looked After Children sufficiency statement to ensure that we are targeting our recruitment of new foster carers on the needs of the children we have in our care.

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

Appendix 1: CYPP performance index 2015/16 (November 2015)

4. BACKGROUND PAPERS

- 4.1.1. CSF Performance Management Framework <http://intranet/departments/csf-index/csf-performance.htm>

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Children and Young People Overview and Scrutiny Panel - Performance Index 2015/16



No.	Performance Indicators	Target 2015/16	Deviation	Polarity	Benchmarking and trend				BRAG rating	Merton 2015/16 performance											Notes	
					Merton 2013/14	Merton 2014/15	England 2013/14*	London 2013/14*		Apr-15	May-15	Jun-15 / Q1	Jul-15	Aug-15	Sep-15 / Q2	Oct-15	Nov-15	Dec-15 / Q3	Jan-16	Feb-16		Mar-16 / Q4
1	Number of Common and Shared Assessments undertaken (CASAs)	Not a target measure	n/a	High	707	443	No benchmarking available	No benchmarking available	Not a target measure			158			280							Quarterly (Time lag in collating CASAs from partner agencies) YTD
2	% of Single Assessments completed within the statutory 45 days	82% (National)	2.5%	High	81%	91%	82%	78%	Green	93%	92%	93%	93%	94%	95%	94%	95%					Year to Date
3	% of Education, Health and Care plans issued within statutory 20 week timescale	85%	2.5%	High	100% (SEN2)	Due in Jan 2016	61.5% (SEN2)	64.0% (SEN2)	Red			87%			72%							Year to Date
Child protection																						
4	Child Protection Plans rate per 10,000	Not a target measure	n/a	n/a	39	42	37	34	Not a target measure	35.9	35.6	35.4	35.2	36.9	37.2	35.2	35.6					Monthly - as at the end of the month
5	Number of children subject of a Child Protection Plan	Not a target measure	n/a	n/a	182	180	No relevant benchmarking available	No relevant benchmarking available	Not a target measure	165	164	163	162	170	171	162	164					Monthly - as at the end of the month
6	Number of family groups subject of Child protection plans	Not a target measure	n/a	n/a	86	84	No relevant benchmarking available	No relevant benchmarking available	Not a target measure	94	96	94	86	90	88	83	84					Monthly - as at the end of the month
7	% of Children subject of a Child Protection Plan with an allocated Social Worker	100%	n/a	High	100%	100%	No benchmarking available	No benchmarking available	Green	100%	100%	100%	100%	100%	100%	100%	100%					Monthly - as at the end of the month
8	% of quorate attendance at child protection conferences	95%	2.5%	High	93%	91%	No benchmarking available	No benchmarking available	Red			92.3%			82.7%							Quarterly
9	% of reviews completed within timescale for Children with Child Protection Plans	96% (National)	n/a	High	93%	93%	96%	98%	Green	100%	100%	98%	98%	98%	98%	98%	98%					Year To Date (NI 67)
10	Percentage of Children subject of a CP Plan who had a 4 weekly CP visit within timescales in the month - (reporting activities)*	Not a target measure	n/a	High	n/a	n/a	No relevant benchmarking available	No relevant benchmarking available	Not a target measure	92%	90%	82%	87%	80%	79%	84%	87%					*Measure reviewed mid year to meet local managements needs (Dec 2015)
11	% of Children that became the subject of a Child Protection Plan for the second or subsequent time	13% (London)	20%	Low	11%	17%	14%	13%	Red	22%	22%	21%	26%	24%	25%	26%	28%					Year To Date (NI 65)
Looked After Children																						
12	Looked After Children rate per 10,000	Not a target measure	n/a	n/a	33	34.1	60	55	Not a target measure	34.3	34.8	35.9	35.4	34.8	34.8	33.3	33.90					End of the month snapshot
13	Number of Looked After Children	Not a target measure	n/a	n/a	150	157	No relevant benchmarking available	No relevant benchmarking available	Not a target measure	158	160	165	163	160	160	153	156					End of the month snapshot
14	% of Looked After Children with an allocated Social Worker	100%	n/a	High	100%	100%	No benchmarking available	No benchmarking available	Green	100%	100%	100%	100%	100%	100%	100%	100%					Year to Date
15	Average number of weeks taken to complete Care proceedings against a national target of 26 weeks	37 weeks	8%	Low	29	24 weeks (Q4)	33	No benchmarking available	Green			28 weeks			Data not yet published							Quarterly
16	% of Looked After Children cases which were reviewed within required timescales	100%	1%	High	97%	95%	Not published	Not published	Amber	97%	100%	100%	100%	99%	99%	98%	97%					Year To Date (NI 66)
17	% of Looked After Children participating in their reviews in month	90%	2%	High	87%	66%	No benchmarking available	No benchmarking available	Green	84%	95%	86%	90%	88%	88%	91%	89%					Year to Date
18	Stability of placements of Looked After Children - number of moves (3 moves or more in the year)	15%	n/a	Low	13%	13%	11%	No benchmarking available	Green	1%	2%	3%	3%	4%	6%	5%	7%					Year To Date (NI 62)
19	Stability of placements of Looked After Children - length of placement	68%	2%	High	58%	46%	67%	No benchmarking available	Green	46%	55%	63%	63%	65%	66%	66%	70%					End of the month snapshot (NI 63)
20	% of Looked After Children placed with agency foster carers	46%	12%	Low	50%	41.8%	38%	No benchmarking available	Green			40.6%			37.5%							Quarterly
21	Number of in-house foster carers recruited	20	10%	High	14	10	No benchmarking available	No benchmarking available	Red			4			7							Year to Date
22	Number of Looked After Children who were adopted and agency Special Guardianship Orders granted	13	8%	High	15	16	No benchmarking available	No benchmarking available	Green	2	4	4	5	6	9	11	11					Year to Date

Page 5 of 5

No.	Performance Indicators	Target 2015/16	Deviation	Polarity	Benchmarking and trend				BRAG rating	Merton 2015/16 performance										Notes
					Merton 2013/14	Merton 2014/15	England 2013/14*	London 2013/14*		Apr-15	May-15	Jun-15 / Q1	Jul-15	Aug-15	Sep-15 / Q2	Oct-15	Nov-15	Dec-15 / Q3	Jan-16	
Childrens Centres and Schools																				
23	% outcome of all Children Centre Ofsted inspections good or outstanding (overall effectiveness)	100%	0%	High	100%	100%	69%	76%	Green			100%			100%					Year to Date
24	% of total 0-5 year estimated ACORN estimated population from areas of deprivation (IDACI 30%) whose families have accessed children's centre services	75%	n/a	High	78%	77.7%	No benchmarking available	No benchmarking available	Green			33.4% (see note)			50.6% (see note)					Year to Date Cumulates (Target 19% per quarter)
25	% outcome of School Ofsted inspections good or outstanding (overall effectiveness)	86%	2.5%	High	87%	85%	79%	86%	Green			85%			85%					Year to Date
26	Number of Primary permanent exclusions (Number YTD Academic year)	0	n/a	Low	0 (Academic Year 2012-2013)	0 (Academic Year 2013-2014)	n/a	n/a	Green	0	0	0	0	0	0	0	0			August End of Acad. Yr. YTD (August data interim until November). September start of the new Acad. Yr.
27	Number of Secondary permanent exclusions (Number YTD Academic year)	19	n/a	Low	12 (Academic Year 2012-2013)	7 (Academic Year 2013-2014)	n/a	n/a	Green	10	12	13	15	15	0	0	2			Awaiting confirmation of 4x Academy exclusions. August End of Acad. Yr. YTD. September start of the new Acad. Yr.
28	% of Secondary persistent absenteeism (15% absence)	5%	n/a	Low	5.8% (2013)	4.5% (2014)	5.2% (2014)	4.1% (2014)	Annual											Annual Measure 2.5 terms DfE Published SFR maintained and academies
29	% of Reception year surplus places	5%	n/a	Low	3.8%	1.10%	No benchmarking available	No benchmarking available	Annual											Annual measure
30	% of Secondary school (Year 7) surplus places inc. Academies	5%	n/a	Low	12.3%	11.32%	No benchmarking available	No benchmarking available	Annual											Annual measure
Young People and Services																				
31	Youth service participation rate	1,800	n/a	High	2032	3,234	No benchmarking available	No benchmarking available	Annual											Annual Measure
32	% of CYP (16 - 18 year olds) not in education, employment or training (NEET)	5%	20%	Low	4.0%	4.3%	4.7%	No benchmarking available	Green	4.2%	4.2%	4.2%	4.0%	4.1%	5.5%	4.3%	2.5%			Monthly
33	% of CYP (16 - 18 year olds) education, employment or training status 'not known'	Not a target measure	n/a	Low	9.8%	12.4%	9.2%	12.7%	Not a target measure	4.9%	5.0%	5.1%	4.7%	4.1%	28.0%	38.9%	16.7%			Monthly
34	Rate of proven re-offending by young people in the youth justice system	1.10	n/a	Low	1.10	1.05	1.04 (2013)	1.10 (2013)	Green			0.50			0.45					Quarterly (NI 19)
35	Number of First Time Entrants (FTEs) to the Youth Justice System aged 10-17	80	5%	Low	88	60	No benchmarking available	No benchmarking available	Green			9			21					Year to Date
36	Number of 'Troubled families' turned around (Transforming families programme)	378	n/a	High	185 TD	326/370 88%	No benchmarking available	No benchmarking available	Data not yet published			370			370					Quarterly
37	% of commissioned services for which quarterly monitoring was completed	100%	2%	High	100%	100%	No benchmarking available	No benchmarking available	Green			100%			100%					Quarterly
* Benchmarking data for England and London 2014/15 will be available once published by the DfE this is anticipated from October to December 2015 for Social Care indicators (2014/15) and January 2015 for Education indicators (September 2015)																				

Children and Young People Scrutiny Panel –Work Programme 2015/16

Meeting Date – 1 July 2015

Theme: Setting the work programme			
Item	Purpose/intended outcome	Responsible officer /Member Topic Lead	External Witnesses /Representatives in attendance
Elected Member & Departmental Portfolio Priorities	Outlining the portfolio priorities of Cabinet Members and officers' service priorities for 2015-16 to inform discussion of the Panels work programme for 2015/16	Paul Ballatt/Yvette Stanley Cabinet Members – Cllrs Whelton and Martin	
Agreeing the Work Programme 2015/16	To agree work programme and consider: <ul style="list-style-type: none"> • thematic approach to work programme • appointing topic leads • getting the best from performance monitoring • how shorter task groups will operate • opportunities for pre decision scrutiny • monitoring of task group recommendations 	Cllr Katy Neep/Rebecca Redman	
Draft Final Report – Online Strategies in Schools Task Group	Panel to endorse report and recommendations for submission to Cabinet for consideration.	Rebecca Redman	
Performance Report	Discussion of proposed 'basket' of performance indicators for on-going monitoring	Paul Ballatt	

Meeting Date - 21 October 2015

Theme: Improving Health Outcomes for children and young people			
Item	Purpose/intended outcome	Responsible officer /Member Topic Lead	External Witnesses /Representatives in attendance
Looked after children and corporate parenting report	This is a standard item looking at services across the borough to support looked after children, pre and post-adoption.	Paul Ballatt	NHS Police
Annual report and business plan of Merton's Safeguarding Children Board	To enable the Panel to consider the work and performance of Merton's Safeguarding Children Board	Paul Ballatt	Invite Chair of MSCB and partner agencies.
Update Report	Update on developments affecting CSF department since the last scrutiny meeting for information.	Paul Ballatt	
Performance Report	Report on basket of indicators selected by Panel with commentary on areas of concern/underperformance.	Paul Ballatt	
Housing and employment offer for care leavers task group	To agree scope for cross cutting review to be undertaken over 2/3 meetings, to report back to the Panel at its March 2016 meeting.	Rebecca Redman	
Educational attainment of disabled children and young people task group	To agree scope for task group, to report back to Panel at meeting in February 2016.	TBD	
Work programme		Rebecca Redman	

Meeting Date – 3 November 2015

Theme: Safeguarding/Corporate Parenting			
Item	Purpose/intended outcome	Responsible officer /Member Topic Lead	External Witnesses /Representatives in attendance
CSF Budget Proposals (Round 1)	To enable the Panel to comment on the budget proposals and any new or revised savings as part of the first round of the process for agreeing the councils budget and business plan.	Yvette Stanley/Zoe Church	
Executive Response and Action Plan – Online Strategies in Schools Task Group	To provide a response from Cabinet outlining which recommendations from the review have been agreed and how they will be implemented going forward.	TBD	
Update Report	Update on developments affecting CSF department since the last scrutiny meeting	Paul Ballatt	
Performance Report	Report on basket of indicators selected by Panel with commentary on areas of concern/underperformance.	Paul Ballatt	
Work programme		Rebecca Redman	
Transfer of public health functions to the local authority and broader engagement of health in service provision - task group	To agree scope of potential task group review	TBD	Witnesses/partners to be identified. Public Health CCG Head of Community Health Services provision

Meeting Date – 13 January 2016

Theme: Budget Scrutiny			
Item	Purpose/intended outcome	Responsible officer/Member Topic Lead	External Witnesses/Representatives in attendance
CSF Budget Proposals (Round 2)	To enable the Panel to consider the councils budget and business plan proposals and forward any comments/recommendations to the Overview and Scrutiny Commission to compile a scrutiny response on the Budget/Business Plan to Cabinet. To include discussion of major projects identified in CSF draft service plans.	Yvette Stanley/Zoe Church	
Update Report	Update on developments affecting CSF department since the last scrutiny meeting for information.	Paul Ballatt	
Performance Report	Report on basket of indicators selected by Panel with commentary on areas of concern/underperformance. Members may wish to select areas for more in-depth scrutiny if there is persistent underperformance in a particular service/area.	Paul Ballatt	
Work programme		Julia Regan	

Meeting Date – 10 February 2016

Theme: School Standards			
Item	Purpose/intended outcome	Responsible officer /Member Topic Lead	External Witnesses /Representatives
School Standards	Annual Report on Attainment and Progress of Pupils in Merton Schools. To include consideration of attainment of disabled children and young people	Jane McSherry Cllr Katy Neep to report back on task group work	
Briefing- School Standards Committee	To gain a more in depth understanding of the role and work of this Committee and to seek the view of the Chair of the School Standards Committee on areas of concern and how scrutiny might support this work.	Cllr Dennis Pearce Jane McSherry	
Progress Update - School leadership succession planning task group	<ul style="list-style-type: none"> To enable the Panel to performance manage delivery of the task group's recommendations Topic leads should be appointed to champion this work through a follow up meeting with lead officers mid-year 	Jane McSherry	
Progress Update – online strategies in schools task group	<ul style="list-style-type: none"> To enable the Panel to performance manage delivery of the task group's recommendations To appoint topic leads to champion the work 	Paul Ballatt	
Update Report	Update on developments affecting CSF department since the last scrutiny meeting	Paul Ballatt	
Performance Report	Report on basket of indicators selected by Panel with commentary on areas of concern/underperformance.	Paul Ballatt	
Work programme		Julia Regan	

Meeting Date – 22 March 2016

Theme: Transition between child and adult social care and health services			
Item	Purpose/intended outcome	Responsible officer/Member Topic Lead	External Witnesses/Representatives in attendance
Looked after children and corporate parenting report	Update to October 2015 report if available - looking at services across the borough to support looked after children, pre and post-adoption.	Paul Angeli	Invite partners.
Report of housing and employment offer for care leavers task group	Report back from the task group and recommendations for agreement to forward to Cabinet (and partners where appropriate) for consideration	Councillor Katy Neep Julia Regan	
Recruitment of foster carers and other placements for looked after children	Report on the recruitment of foster carers with a view to identifying any areas for further scrutiny/or make any recommendations to Cabinet or partners.	Paul Ballatt	
Update Report	Update on developments affecting CSF department since the last scrutiny meeting	Paul Ballatt	
Performance Report	Report on basket of indicators selected by Panel with commentary on areas of concern/underperformance.	Paul Ballatt	
Work programme		Julia Regan	
Topic Suggestions	Panel to raise any topics for the 2016/17 work programme to consider at the Topic Workshops in May/June 2016	Julia Regan	

Special meeting – date to be determined.

Pre decision scrutiny – School Expansion Programme	To enable the Panel to comment at pre decision stage on revised proposals for the school expansion programme.	Paul Ballatt	
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