# **Cabinet**

**12 December 2016** 

Agenda item:

**Business Plan Update 2017-2021** 

Lead officer: Caroline Holland

Lead member: Councillor Mark Allison

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

Contact officer: Paul Dale

# **Urgent report:**

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

# Recommendations:

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

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

- 1.1 This report provides an update to Cabinet on the Business Planning process for 2017-21 and in particular on the progress made so far towards setting a balanced revenue budget for 2017/18 and over the MTFS period as a whole.
- 1.2 Specifically, the report provides details of revenue savings and income proposals put forward by officers in order to meet the savings/income targets agreed by Cabinet in September 2016.
- 1.3 The report also provides an update on the capital programme for 2017-21 and the financial implications for the MTFS.
- 1.4 The report provides a general update on all the latest information relating to the Business Planning process for 2017-21 and an assessment of the implications for the Medium Term Financial Strategy 2017-21.
- 1.5 This report is one of the budget updates through the financial year and will be referred to the Overview and Scrutiny Panels and Commission in January 2017.

### 2. **DETAILS**

#### Introduction

- 2.1 A review of assumptions in the MTFS was undertaken and reported to Cabinet on 19 September 2016. There was also a report to Cabinet on 12 October 2016 which provided an update on progress made towards achieving savings previously agreed and proposed some amendments to these, and also provided details of the latest capital programme, including new bids and an indicative programme for 2022- 2027. The report referred them to the Overview and Scrutiny panels and Commission for consideration.
- 2.2 Taking into account the information contained in both the September and October Cabinet reports, the overall position of the MTFS reported to Cabinet on 12 October 2016 was as follows:-

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

# 2.3 Review of Assumptions

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

# 2.3.1 Pay

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

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

# **Provision for Pay Inflation:**

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

## 2.3.2 Prices

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

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

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

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

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

### Outlook for inflation:

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

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

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

The latest inflation and unemployment forecasts for the UK economy, based on a summary of independent forecasts are set out in the following table:-

Source: HM Treasury - Forecasts for the UK Economy (November 2016)					
2016 (Quarter 4)	Lowest %	Highest %	Average %		
CPI	0.6	1.9	1.3		
RPI	0.6	3.0	2.2		
LFS Unemployment Rate	4.7	5.4	5.0		

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

Clearly where the level of inflation during the year exceeds the amount provided for in the budget, this will put pressure on services to stay within budget and will require effective monitoring and control.

Independent medium-term projections for the calendar years 2016 to 2020 are summarised in the following table:-

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

## 2.3.3 Inflation > 1.5%:

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

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

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

# 2.3.4 <u>Income</u>

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

## 2.3.5 Pension Fund

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

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

## 2.3.6 Taxicards and Freedom Passes

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

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

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

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

## 2.3.7 Revenuisation

In recent budgets it has been recognised that some expenditure formerly included in the capital programme could no longer be justified as it did not meet the definition of expenditure for capital purposes. Nevertheless, it is important that some of this expenditure takes place and the following amounts have been included in the latest MTFS for 2017-21:-

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

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

# 2.3.8 Budgetary Control 2016/17 and need for growth

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

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

The main causes of the overspend are:-

- Adult Social Care
- Waste
- Children's Services

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

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

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

Subject to the Improved Better Care Funding remaining as stated

# 2.3.9 Capital Financing Costs

#### Revenue Implications of Current Capital Programme

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

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

The estimated capital financing costs based on the latest draft programme, which includes the best estimate of new schemes commencing in 2020/21, the effect of estimated government grant funding, estimated funding from the Education Funding Agency (EFA) and slippage/reprofiling based on 2015/16 outturn and latest monitoring information are set out in the following table. This also includes an element of revenue contribution to fund short-life assets:-

<sup>\*\*</sup> to be confirmed

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

#### 2.4 Forecast of Resources and Provisional Local Government Finance Settlement

### 2.4.1 Background

In recent years at the end of November to mid-December, the Department of Communities and Local Government (DCLG) has notified local authorities of their Provisional Local Government Finance Settlement. This has included the amounts of funding allocated to each local authority in terms of Revenue Support Grant, share of Business Rates and other major allocations of grant. The final Settlement figures are published the following January/February but are generally unchanged from the provisional figures. The total amount of funding available for local authorities is essentially determined by the amount of resources that Central Government has allocated as part of its annual Departmental Expenditure Limit which is set out in Autumn Statements/Spending Reviews published some weeks previously. However, this process is likely to change as the Government has invited local authorities to apply for a four year funding settlement as discussed below.

# 2.4.2 <u>Multi-Year Funding Forecasts</u>

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

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

#### 2.4.4 Autumn Statement 2016

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

# 2.4.5 Funding Forecasts for 2017/18 to 2020/21

Forecasting resources for 2017/18 and beyond is fraught with difficulties since it requires making assumptions about a wide variety of variables which the Government are not prepared to release at the current time, although accepting the four year funding offer has provided certainty over the level of RSG up to 2019/20. However, RSG is a reducing part of local government funding and will disappear when local authorities are given responsibility for 100% of Business Rates by the end of this Parliament (May 2020). Responsibilities currently funded by RSG and other grants will be expected to be met by business rates.

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

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

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

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

#### Share of Business Rates Yield

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

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

# 2.4.6 Improved Better Care Fund

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

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

### 2.4.7 Public Health

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

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

# 2.4.8 Education Services Grant

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

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

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

#### 2.5 Council Tax Base

2.5.1 The Council Tax Base is a key factor which is required by levying bodies and the Council for setting the levies and Council Tax for 2017/18. The council tax base is the measure of the number of dwellings to which council tax is chargeable in an area or part of an area. The Council Tax Base is calculated using the properties from the Valuation List together with information held within Council Tax records. The properties are adjusted to reflect

- the number of properties within different bands in order to produce the Council Tax Base (Band D equivalent). This will be used to set the Council Tax at Band D for 2017/18. The Council is required to determine its Council Tax Base by 31 January 2017.
- 2.5.2 Regulations set out in the Local Authorities (Calculation of council Tax Base) Regulations 2012 (SI 2012:2914) ensure that new local council tax support schemes, implemented under the Local Government Finance Act 2012, are fully reflected in the council tax base for all authorities.
- 2.5.3 The Council Tax Base Return to central Government takes into account reductions in Council Tax Base due to the Council Tax Support Scheme and also reflects the latest criteria set for discounts and exemptions. The CTB Return for October 2016 is the basis for the calculation of the Council Tax Base for 2017/18.
- 2.5.4 Details of how the Council Tax Base is calculated are set out in Appendix 1. A summary of the Council Tax Bases for the Merton general area and the addition for properties within the Wimbledon and Putney Commons Conservators area for 2017/18 compared to 2016/17 is set out in the following table:-

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

# 2.6 Proposed Amendments to Previously Agreed Savings

- 2.6.1 Cabinet on 12 October 2016 agreed some proposed amendments to savings which had been agreed in previous year's budgets and also agreed that the financial implications should be incorporated into the draft MTFS 2017-21.
- 2.6.2 There are some further requests for changes to existing savings as follows:-
  - Environment and Regeneration propose to defer and replace saving EV08 on Waste Disposal deferring the £250k saving from 2017/18 to 2019/20
  - Environment and Regeneration propose to replace and defer savings within Development and Building Control

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

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

<sup>\*</sup> The net increase in savings will be applied against the CSF target set...

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

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

- 3.1 The information available on the Business Planning process reported to Cabinet on 12 October 2016 was reviewed by the Overview and Scrutiny Panels and Commission in November 2016.
- 3.2 Feedback is included in a separate report to Cabinet on the agenda.

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

# Controllable budgets and Savings Targets for 2017-21

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

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

4.2 Since then service departments have been reviewing their budgets and formulating further proposals to address their targets. The progress made to date is set out in this report.

<sup>\*\*</sup> The net shortfall in savings will be added to C&H Savings Target set.

- 4.3 Proposals that Cabinet agree at this meeting will be referred to the Overview and Scrutiny Commission and panels for review and comment in January 2017.
- 4.4 The proposals submitted by each department are summarised in the following table and set out in detail in Appendix 2.

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

# 4.5 Summary of progress to date

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

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

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

# 4.7 Service Plans

4.7.1 Draft Service Plans are included in Appendix 6.

# 4.8 Equality Assessments

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

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

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

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

#### 5. UPDATE TO MTFS 2017-21

5.1 If the changes outlined in this report are agreed, the forecast gap in the MTFS over the four year period is as follows, subject to the impact of the Autumn Statement announcement on 23 November 2016 and Provisional Local Government Finance Settlement in December.

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

- 5.2 A more detailed MTFS is included as Appendix 4.
- 5.3 Draft Service department budget summaries based on the information in this report will be included in the pack available for scrutiny.

### 6. **CAPITAL PROGRAMME 2017-21: UPDATE**

- 6.1 The proposed draft Capital Programme 2017-21 and an Indicative Capital Programme 2021-27 were presented to Cabinet on 12 October 2016.
- 6.2 The programme has been reviewed by scrutiny panels.
- 6.3 Monthly monitoring of the approved programme for 2016/17 has been ongoing and there will inevitably be further changes arising from slippage, reprofiling and the announcement of capital grants as part of the local government finance settlement which has yet to be announced.
- 6.4 The changes that have been made to the proposed capital programme since it was presented to Cabinet in October 2016 are set out in Appendix 5.
- 6.5 The estimated revenue implications of funding the draft capital programme are summarised in paragraph 2.3.9 and these have been incorporated into the latest draft MTFS 2017-21.

#### 7. **BUDGET STRATEGY**

- 7.1 For the first time in several years the council has a budget gap in the next financial year. The council has a statutory duty to set a balanced budget.
- 7.2 The table below shows the budget position after growth

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

- 7.3 The MTFS assumes 2% ASC Council Tax flexibility and 1.75% Council Tax increase in 2019/20, and 2020/21 in line with the Government's assumptions. There are no changes in Council Tax assumed for 2017/18 and 2018/19 in the above figures in line with the commitments of the Administration to freeze council tax.
- 7.4 The above figures also assume that the level of Better Care Funding included continues at the same level as for 2016/17. i.e. £5.5m. However, Merton CCG have indicated that the Council should plan on the basis of a maximum CCG transfer of the mandatory contribution towards social care funding into the BCF of £3.4m in 2017/18. This will be subject to review and maybe increased if the Council raises Council Tax using the ASC Council Tax flexibility criteria.
- 7.5 The table below shows the budget position assuming the maximum CCG transfer of the mandatory contribution of £3.4m and therefore a reduction of £2.1m in the level of BCF funding from 2016/17 funding levels.

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

7.6 There are limited options for dealing with this:-

# 7.6.1 Raising the Council tax

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

This would leave the following gaps:-

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

# 7.6.2 Making spending reductions in 2017/18

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

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

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

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

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

#### 8. CONSULTATION UNDERTAKEN OR PROPOSED

- 8.1 There will be extensive consultation as the business plan process develops. This will include the Overview and Scrutiny panels and Commission, business ratepayers and all other relevant parties.
- 8.2 The Council launched a consultation with residents on council tax and council spending on 9 September 2016. Residents had until 4 November 2016 to respond and the outcome will be taken into consideration when the decisions are to be made with respect to the council tax and MTFS for 2017-21 as part of the Business Planning Process.
  - The outcomes from the consultation are detailed elsewhere on the agenda.
- 8.3 However, as part of the response, the CCG have indicated that there would be a reduction in funding of approximately £2m if there was not an increase in Council Tax.
- 8.4 In accordance with statute, consultation is taking place with business ratepayers and a meeting will be arranged for early in 2017.
- 8.5 As previously indicated, a savings proposals consultation pack will be prepared and distributed to all councillors at the end of December 2016 that can be brought to all Scrutiny and Cabinet meetings from 10 January 2017 onwards and to Budget Council. As it was last year, this should be an improvement for both councillors and officers more manageable for councillors and it will ensure that only one version of those documents is available so referring to page numbers at meetings will be easier. It will also keep printing costs down and reduce the amount of printing that needs to take place immediately prior to Budget Council.
- 8.6 The pack will include:
  - Savings proposals
  - Equality impact assessment for each saving proposal
  - Service plans (these will also be printed in A3 to lay round at scrutiny meetings)

## 9. **TIMETABLE**

9.1 In accordance with current financial reporting timetables.

## 10. FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

10.1 All relevant implications have been addressed in the report.

## 11. LEGAL AND STATUTORY IMPLICATIONS

- 11.1 All relevant implications have been addressed in the report.
- 12. HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS
- 12.1 Draft Equalities assessments of the savings proposals are included in Appendix 7.
- 13. CRIME AND DISORDER IMPLICATIONS
- 13.1 Not applicable
- 14. RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS
- 14.1 Not applicable

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

Appendix 1: Council Tax Base 2017/18

Appendix 2: New savings/income proposals 2017-21

Appendix 3: Proposed amendments to savings previously agreed

**Appendix 4: MTFS Update** 

**Appendix 5: Capital Programme 2017-21** 

Appendix 6: Service Plans 2017-21

**Appendix 7: Equalities Assessments** 

Appendix 8: Autumn Statement 2016 - Summary of key Points

**Appendix 9: Growth proposals** 

#### **BACKGROUND PAPERS**

Budget files held in the Corporate Services department.

#### **REPORT AUTHOR**

Name: Paul Dale

Tel: 020 8545 3458

email: paul.dale@merton.gov.uk

# Council Tax Base 2017/18

## 1. INTRODUCTION

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

#### 2. **ASSUMPTIONS IN THE MTFS**

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

- the year on year change in Council Tax Base
- the council tax collection rate
- 2.2 The draft MTFS previously reported to Cabinet during the business planning process has assumed that the Council Tax Base increases 0.5% per year and that the collection rate is 97.25% in each of the years.
- 2.3 These assumptions have been applied to the latest Council Tax Base information included on the CTB return completed on 14 October 2016 to produce the Council Tax Base 2017/18.
- 2.4 Information from the October 2016 Council Tax Base Return
- 2.4.1 The Council makes two CTB returns, one for the whole area of the borough and the other for the area covered by the Wimbledon and Putney Common Conservators for which an additional levy is applied.
- 2.4.2 The information in the CTB returns has been used to calculate the council tax bases and these are summarised in the following table compared to 2016/17:-

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

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

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

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

- 3.2 Analysis of changes in yield 2016/17 to latest 2017/18
- 3.2.1 There are a number of reasons for the change in estimated yield between 2016/17 and the latest estimate based on the CTB data.

- 3.2.2 Over this period the Council Tax Base increased by 1,115.3 from 71,327 to 72,442.3 which multiplied by the Band D Council Tax of £1,102.25 results in additional yield of £1,230m.
- 3.2.3 An exact reconciliation for the change between years is not possible because of changes in distribution of Council Tax Support and discounts and benefits, and premiums between years varies and bands. However, broadly the changes can be analysed as follows:
  - a) No Change in collection rate from 97.25%

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

b) Number of Chargeable Dwellings and Exempt Dwellings

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

c) Amount of Council Tax Support Reduction

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

d) Changes in Discounts, Exemptions and Premiums

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

e) Summary

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

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

## 3.10 Council Tax Yield 2017/18

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

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

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

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

MTFS Council Tax Yield: EXISTING CT BASE	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
Council Tax - 16/17 CT Base, No change in precept Council Tax - Adult Social Care up to 2%	79,013	79,408	79,805	80,204
flexibility	-	-	1,596	3,198
Council Tax Change (1.75%)	-	-	1,397	2,807
Council Tax income	79,013	79,408	82,798	86,209
Council Tax Yield: NEW CT BASE	2017/18	2018/19	2019/20	2020/21
	2011/10	2010/10	2013/20	2020/21
	£'000	£'000	£'000	£'000
Council Tax - New CT Base, No change in precept Council Tax - Adult Social Care up to 2%				
	£'000	£'000	£'000	£'000
in precept Council Tax - Adult Social Care up to 2%	£'000	£'000	<b>£'000</b> 80,650	<b>£'000</b> 81,053

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

Panel	Ref			Baseline Budget 16/17 £000	2019/20 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CS2016 -01	Service/Section	Insurance					
		Description	Reduction in contribution to self insurance fund.					
		Service Implication	Reduction in fund limit recommended by the authority's actuaries.	870	100	L	L	SNS2
		Staffing Implications	None					
		Business Plan implications	None					
		Impact on other departments	None					
Page		Equalities Implications	None					
		TOM Implications	None					
<del>2</del> 6				_			_	

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

Panel	Ref		Description of Saving	Baseline Budget 16/17 £000	2019/20 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
		Service/Section	Democracy Services					
	CS2016 -03	•	Supplies and services				_	
		•	Proposed reduction in supplies and services budget, partly due to lower petrol and service costs following purchase of hybrid mayoral car and a reduction in printing costs for committee agendas		50	L	L	SNS1
		Staffing Implications	None					
Pa		Business Plan implications	Saving is consistent with business plan objectives to reduce number of suplementary agendas and reduce printing costs					
Page		Impact on other departments	None					
28		Equalities Implications	None					
		•	Consistent with shift away from print towards on-line publication					
		Service/Section	Customers Services					
	CS2016 -04	Description	Increase income through Registrars service	-88	15	М	L	SI2
		Service Implication	Promotions to expand take up and introduction of new Home Office services					
		Staffing Implications	None					
		Business Plan implications	In line with business plan					
		=	No impact					
		Equalities Implications	No impact					
		TOM Implications	In line with TOM					

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

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

Panel	Ref		Description of Saving	Baseline Budget 16/17 £000	2019/20 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
osc	CS2016 -08	Service/Section	Infrastructure & Transactions/Facilities Management		280	М	L	SI2
		Description	Potential income derived from letting two floors of vacant office space within the Civic centre to external/partner organisations.					
		Service Implication	None as the arrangements will be supported using existing resources within the restructured FM team					
		Staffing Implications	None.					
Page 31		Business Plan implications Impact on other departments	None  New arrangements should improve outcomes for residents through a more integrated and efficient approach to the delivery of services that will be bought about through the colocation of health teams with Community & Housing and Children, Schools & Families.					
		Equalities Implications TOM Implications	None  None as this is an agreed objective within the Corporate Services TOM impementation plan.					
			Total Corporate Service	es Savings	586			

**Savings Type Panel** osc SI1 Income - increase in current level of charges

SI2 Income - increase arising from expansion of existing service/new service

Staffing: reduction in costs due to deletion/reduction in service SS2

Non - Staffing: reduction in costs due to efficiency SNS1

SNS2 Non - Staffing: reduction in costs due to deletion/reduction in service

SP1 Procurement / Third Party arrangements - efficiency

Procurement / Third Party arrangements - deletion/reduction in service SP2

Grants: Existing service funded by new grant SG1

SG2 Grants: Improved Efficiency of existing service currently funded by unringfenced grant

APPENDIX 2

# **DEPARTMENT: Children, Schools and Families**

Panel	Ref	,	Description of Saving	Baseline Budget 16/17 £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CSF2016-02	<u>Service</u>	Children Social Care & Youth Inclusion							
		=	Reduced costs/offer through the national centralised	509		78		High	High	SP1
		Service Implication	adoption initiative It is anticipated that the regional centralisation of adoption services will deliver savings through a larger commissioning base and the benefit of economies of scale.							
		<u> </u>	Some staff may TUPE into the regional arrangements but this will not be known until later in the project							
		Business Plan implications Impact on other	Will be implications with pressures on other CSF services							
		departments	TVIII DE IMPROGRAMA WILL PROSSULES ON OTHER CON SCIVICES							
		=	We will need to ensure the new arrangements maintain the							
Page 3		•	improvement of the adoption process and post adoption support to maintain and improve outcomes for this group of vulnerable children and young people. We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs.							
$\square$		TOM Implications	In line with CSF TOM							

# **DEPARTMENT: Children, Schools and Families**

Panel	Ref		Description of Saving	Baseline Budget 16/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key
	CSF2016-03	<u>Service</u>	Cross Cutting								
		•	Further staff savings to be identified across the department.	811			150		High	High	SS2
		-	This is likely to impact on managing safe service and failing to meet regulatory requirements								
			3-6 staff - we will follow our usual HR processes								
		Business Plan									
			These reductions will place additional burdens on universal								
			targeted and specialist services The majority of CSF's General Fund staff are delivering								
		•	services for highly vulnerable children and young people. We will use the Council's agreed HR policies and								
Page	r	TOM Implications	procedures for restructuring and will complete EAs. The TOM sets out an approach to prioritisation but this level of saving will impact on those already most at risk and vulnerable young people at the top end of our Well Being Model								
<del>ျပုံ</del> Total ယ	\		1		0	0	228	0		1	

**Panel** 

C&YP

HC&OP

O&S

SC

Children & Young People

**Sustainable Communities** 

**Healthier Communities & Older People** 

**Overview & Scrutiny** 

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

Savings Type

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

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

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

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

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

Panel	Ref		Description of Saving	2019/20 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
		Service/Section	Transport Services			_	
		Description Service Implication	Delete 1 Senior Management post	76	Med	Low	SS2
		Staffing Implications	reduction of 1 fte				
		Business Plan	None				
		implications					
		Impact on other	dependant on new clienting structure in 'Public Space,				
		departments	Contracting and commissioning dept'				
P		•	NONE				
Page		Implications	(5)				
<del>)</del>	ENR6		dependant on outcome of Fleet Review				
36	ENKO	Service/Section	Waste Services	000	I II ada		000
6		Description	Wider Department restructure	200	High	Low	SS2
		Service Implication	Moving from a support function towards a commercialised commissioning and clienting service across the wider Public				
			Space and Commissioning / Contract management team.				
		Staffing Implications	Equivalent of a reduction of c5 -6FTE across a range of grades				
		Business Plan	To be assessed following service changes and mobilisation				
		implications	of Phase C contracts.				
		Impact on other	TBC				
		departments					
		Equalities	TBC				
		Implications					
		TOM Implications	Consistent with TOM direction of travel				

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

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

#### **Savings Type**

SI2 Income - increase arising from expansion of existing service/new service

**SS1** Staffing: reduction in costs due to efficiency

SS2 Staffing: reduction in costs due to deletion/reduction in service

**SNS1** Non - Staffing: reduction in costs due to efficiency

**SNS2** Non - Staffing: reduction in costs due to deletion/reduction in service

**SP1** Procurement / Third Party arrangements - efficiency

**SP2** Procurement / Third Party arrangements - deletion/reduction in service

**SG1** Grants: Existing service funded by new grant

**SG2** Grants: Improved Efficiency of existing service currently funded by unringfenced grant

**SPROP** Reduction in Property related costs

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

**DEPARTMENT: Community and Housing 2019/20** Type of **Risk Analysis Baseline** 2019/20 Risk Analysis Saving **Description of Saving** Budget Reputational **Panel** Ref **Notes** Deliverability £000 (see key) 16/17 Impact Total Balance outstanding 2017/18-Libraries 27 Total C&H Savings Proposal 2019/20 312

•		_	
Savi	nae	I Wr	۱۵
Ou v	IIIGO		,,

(Shortfall)/Surplus

Total C&H Savings Proposals

**SS1** Staffing: reduction in costs due to efficiency

**SS2** Staffing: reduction in costs due to deletion/reduction in service

**SNS1** Non - Staffing: reduction in costs due to efficiency

**SNS2** Non - Staffing: reduction in costs due to deletion/reduction in service

**SP1** Procurement / Third Party arrangements - efficiency

**SG1** Grants: Existing service funded by new grant

SG2 Grants: Improved Efficiency of existing service currently funded by unringfenced grant

**SPROP** Reduction in Property related costs

**SI1** Income - increase in current level of charges

SI2 Income - increase arising from expansion of existing service/new service

Panel

C&YP O&S 339

0

HC&OP

 $\mathbf{SC}$ 

Page 40

## **Previously Agreed Saving**

## **DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS**

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

Hage 4

## **Deferred Savings proposal**

#### DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS

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

## **Savings Type**

SI1 Income - increase in cu	urrent level of charges
-----------------------------	-------------------------

SI2 Income - increase arising from expansion of existing service/new service

**SS1** Staffing: reduction in costs due to efficiency

SS2 Staffing: reduction in costs due to deletion/reduction in service

**SNS1** Non - Staffing: reduction in costs due to efficiency

**SNS2** Non - Staffing: reduction in costs due to deletion/reduction in service

**SP1** Procurement / Third Party arrangements - efficiency

**SP2** Procurement / Third Party arrangements - deletion/reduction in service

**SG1** Grants: Existing service funded by new grant

SG2 Grants: Improved Efficiency of existing service currently funded by unringfenced grant

**SPROP** Reduction in Property related costs

## **Previously Agreed Savings**

Budget Process	Ref		Description of Saving		2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
2015/18	D&BC	Service/Section	Building & Development Control						
		Description	Review of service through shared service discussions with						
			neighbouring boroughs - delaying the imlemntation of the		569		Medium	Medium	SS2
			2016/17 savings to 2017/18.						
		Service Implication	To be determined through shared service discussions						
		Staffing	To be determined through shared service discussions						
		Implications							
		Business Plan	To be determined through shared service discussions						
		implications							
Page		Impact on other	None.						
 ეც		departments							
) e		Equalities	None.						
		Implications							
43		TOM Implications	In line with the TOM.						

Budget Process	Ref		Description of Saving			2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
<u>Alterna</u>	Alternative Savings Proposals								
	D&BC1	Service/Section Description Service Implication Staffing Implications	Building and Development Control Fast track of householder planning applications New processes to be implemented and securely embedded None. Sufficient staff will have to be retained to service the concept. Failure to deliver properly and the service will not be used thereby eliminating the income generation.		55		Low	Low	SI2
Page 44		Business Plan implications Impact on other departments Equalities Implications TOM Implications	Increased income  None  None  In line with TOM proposals						

Budget Process	Ref		Description of Saving	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	D&BC2	Service/Section	Building and Development Control		50		Medium	Low	SI2
		Description	Growth in PPA and Pre-app income		50		weatum	Low	SIZ
		Service Implication	Responsiveness to service requests should not change.						
		Staffing	As the service/income improves extra staffing will be						
		Implications	needed and funded from a proportion of that extra income.						
		Business Plan implications	Increased income						
		Impact on other	Future Merton could also need to adjust staffing						
		departments	accordingly						
		Equalities	none						
Pag		Implications							
g		TOM Implications	In line with TOM proposals						
Ō	D&BC3	Service/Section	Building and Development Control						
45		Description	Commercialisation of building control		50		High	Low	SI2
0.		Service Implication	This has so far proven difficult mainly due to recruitment						
			issues						
		Staffing	Will need an invest to save with any additional staff funded						
		Implications	by some of the increased income generation						
		Business Plan	Increased income						
		implications							
		Impact on other	None . Expanded team could better support other internal						
		departments	users						
		Equalities	None						
		Implications							
		TOM Implications	Integral part of the TOM for BC						

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

Budget Process	Ref		Description of Saving	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	D&BC6	Service/Section	Building and Development Control						
		Description	Stop sending consultation letters on applications and erect site notices only		10		Low	Medium	SNS2
		Service Implication	Site notices will be mandatory so failsafe system to be devised						
		Staffing Implications	none						
		Business Plan implications	None						
		Impact on other departments	none						
_		Equalities	Those without web site connections will find it difficult to						
Page		Implications	search for application details						
ıgı		TOM Implications	None						
	D&BC7	Service/Section	Building and Development Control						
47		Description	Shared service collaboration with Kingston/Sutton			50	Low	Low	SI2
-		Service Implication	Combined analysis of service delivery should result in						
			further additional income streams from PPA's and Pre-apps and more efficient working practices across the service						
		Staffing	Additional service demand may need more staff.						
		Implications	Efficiencies should result in less staff.						
		Business Plan	Increased income, PPA's and pre apps						
		implications							
		Impact on other	None						
		departments							
		Equalities	None						
		Implications	Circuiti and an analysis of the major TOM states in						
		TOM Implications	Significant progress on one of the main TOM strategies						

Budget Process	Ref	Description of Saving		2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	D&BC8	Service/Section	Building and Development Control			274	11:44	NA o alicens	CIA. CIO.
		Description	Review of service through shared service discussions			274	High	Medium	SI1; SI2; SS1;
									SS2;SNS1;
		Service Implication	To be determined through shared service discussions						SNS2
		Staffing Implications	To be determined through shared service discussions						
		Business Plan	To be determined through shared service discussions						
ס		implications	None.						
Page		Impact on other departments	INOTIE.						
		Equalities	None.						
48		Implications	TOM						
		TOM Implications	In line with the TOM.		0.45	004			
			TOTAL	0	245	324			

#### **Savings Type**

SI1	Income -	increase in	current	level of charges	

SI2 Income - increase arising from expansion of existing service/new service

**SS1** Staffing: reduction in costs due to efficiency

Staffing: reduction in costs due to deletion/reduction in service

**SNS1** Non - Staffing: reduction in costs due to efficiency

**SNS2** Non - Staffing: reduction in costs due to deletion/reduction in service

**SP1** Procurement / Third Party arrangements - efficiency

**SP2** Procurement / Third Party arrangements - deletion/reduction in service

**SG1** Grants: Existing service funded by new grant

SG2 Grants: Improved Efficiency of existing service currently funded by unringfenced grant

**SPROP** Reduction in Property related costs

DRAFT MTFS 2017-21:				
	2017/18	2018/19	2019/20	2020/21
	£000	£000	£000	£000
Departmental Base Budget 2016/17	139,982	139,982	139,982	139,982
Inflation (Pay, Prices)	3,184	6,368	9,553	12,737
Autoenrolment/Nat. ins changes	857	1,172	1,172	1,172
FYE – Previous Years Savings	(9,429)	(15,173)	(15,173)	(15,173)
Amendments to previously agreed savings	541	244	(207)	(207)
Change in Net Appropriations to/(from) Reserves	(1,158)	(2,278)	(2,013)	(1,871)
Taxi card/Concessionary Fares	450	901	1,351	1,801
Change in depreciation/Impairment (Contra Other Corporate items)	4,681	4,681	4,681	4,681
Growth	11,927	12,901	10,395	10,895
Other	71	144	220	301
Re-Priced Departmental Budget	151,106	148,943	149,960	154,317
Treasury/Capital financing	12,543	11,146	12,427	12,723
Pensions	4,592	4,799	5,015	5,015
Other Corporate items	(17,851)	(17,504)	(17,856)	(17,856)
Levies	628	628	628	628
Sub-total: Corporate provisions	(88)	(931)	214	510
Sub-total: Repriced Departmental Budget + Corporate Provisions	151,018	148,012	150,174	154,827
Savings/Income Proposals 2017/18	0	0	(2,066)	(2,066)
Sub-total	151,018	148,012	148,108	152,761
Appropriation to/from departmental reserves	(843)	277	12	(130)
Appropriation to/from Balancing the Budget Reserve	(8,259)	0	0	0
BUDGET REQUIREMENT	141,916	148,288	148,121	152,632
Fundad hv				
Funded by:	(45.500)	(40.074)	(5.070)	0
Revenue Support Grant	(15,520)	(10,071)	(5,076)	(00.050)
Business Rates (inc. Section 31 grant)	(34,847)	(35,553)	(36,295)	(36,952)
PFI Grant	(4,797)	(4,797)	(4,797)	(4,797)
New Homes Bonus	(4,763)	(2,993)	(2,871)	(2,000)
Council Tax inc. WPCC	(80,150)	(80,549)	(83,974)	(87,432)
Collection Fund – (Surplus)/Deficit	(224)	0	0	0
TOTAL FUNDING	(140,300)	(133,963)	(133,014)	(131,181)
		4400=	.==	04.450
GAP including Use of Reserves (Cumulative)	1,616	14,325	15,107	21,450

#### **CAPITAL STRATEGY 2017/21**

#### 1 Introduction

- 1.1 Merton's Capital Strategy for 2017-21 has been aligned and integrated with the Business Plan for the period 2017-21. The Business Plan sets out how the Authority's objectives have been shaped by Merton Partnership in the Community Plan. The Community Plan sets out the overall vision and strategic direction of Merton which are embodied into five strategic themes:-
  - Children's Trusts;
  - Health and Wellbeing Board;
  - Safer and Stronger Communities;
  - Sustainable Communities and Transport;
  - Corporate Capacity
- 1.2 Merton Partnership works towards improving the outcomes for people who work, live and learn in the borough and, in particular, to 'bridge the gap' between the eastern and western wards in the borough.
- 1.3 The financial reality facing local government dominates the choices the council will make for the future of the borough. The development of the Business Plan 2017/21 is therefore based on the set of guiding strategic priorities and principles, as adopted by the council on 13 July 2011:
  - Merton should continue to provide a certain level of essential services for residents. The order of priority of 'must' services should be:
    - i) Continue to provide everything that is statutory.
    - ii) Maintain services within limits to the vulnerable and elderly.
  - After meeting these obligations Merton should do all that it can to help residents who aspire. This means we should address the following as priorities in this order:
    - i) Maintain clean streets and keep council tax low.
    - ii) Keep Merton as a good place for young people to go to school and grow up.
    - iii) Be the best it can for the local environment.
    - iv) All the rest should be open for discussion.

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

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

#### 2 Planning Infrastructure

#### 2.1 Business Plan 2017-2021

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

#### 2.2 Target Operating Models (TOMs)

- 2.2.1 TOMs, or Target Operating Models are a series of strategy documents that set out how the organisation will respond to and manage change over the coming months and years. TOMs have been produced for Service Areas or Departments throughout the Council.
- 2.2.2 A TOM is a statement of how an organisation will deliver its services within a certain structure as a future point in time, TOMs are living documents and will change as the organisation develops. There are a number of elements to a TOM, for Merton these are Customer Segments, Channels, Services, Organisation, Processes, Information, Technology, Physical Location and People
- 2.2.3 Developing a TOM is about planning and preparing for change and improvement in a given service. Delivering contexts change and opportunities for improvement are always available, so taking the time to prepare/refresh a TOM allows those within a service to consider its many facets and dependencies and determine how these will change over the coming years. Having an ambitious vision for what the future looks like for the service (which is what a TOM provides), ensures that improvement activity will be more disciplined and controlled and therefore more likely to succeed.

#### 2.3 Service Plans

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

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

#### 3 Accounting Definitions and Practices

- 3.1 The council's approach to Capital Accounting follows the Code of Practice on Local Authority Accounting, which itself is based on the International Financial Reporting Standards (IFRS) and guidance issued by CIPFA and professional accounting networks.
- 3.2 As in previous years, there has been continual review of the Capital Programme to ensure that expenditure meets the strict definition and to identify any items which would be more appropriate to be charged to revenue. This has not resulted in any major changes to the future programme.
- 3.3 The de-minimis of capital expenditure for the authority is set at £10,000 per project. This applies to all schemes within our capital programme, however in exceptional circumstances thresholds below this may be considered where specific items of expenditure are below this de-minimis level but meet proper accounting definitions of capital expenditure.
- 3.4 Individual schools may choose to adopt the above de-minimis limit or use the limit of £2,000 as mentioned in some Department for Education and HMRC guidance for various types of school.

# 4 Corporate and strategic capital expenditure appraisal planning and control

#### 4.1 Capital Programme Board

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

#### 4.1.2 The Terms of Reference of the Board are:

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

#### 4.1.3 The role of the Board is to:

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

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

#### 4.2 Capital Programme Approval and Amendment

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

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

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

- 4.2.3 For increases to the programme for existing schemes up to £100,000 must be approved by the Director of Corporate Services. Increases above this threshold must be approved by Cabinet. In accordance with the Prudential Code if the increase in the Capital Programme will substantially change prudential indicators it must be approved by Council.
- 4.2.4 For new schemes, the source of funding and any other financial or non-financial impacts must be reported and the limits below apply:
  - Budgets of up to £50k can be approved by the Chief Financial Officer in consultation with the relevant Chief Officer
  - Budgets of £50k up £500k will be submitted to Cabinet for approval
  - Budgets over £500k will be submitted to full Council for approval

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

#### 4.3 Capital Monitoring

- 4.3.1 The Council approves the four year Capital Programme in March each financial year. Amendments to the programme are approved appropriately by CMT, Cabinet and Council. Budget managers are required to monitor their budget monthly, key reviews are undertaken in September and November. December monitoring provides the final opportunity for budget managers to re-profile their budgets for the current financial year.
- 4.3.2 <u>November monitoring</u> information feeds into the Authority's Medium Term Financial Strategy (MTFS) and is used to access the revenue impact over the period of the strategy with minor amendments in the later months. November monitoring is also used to measure the accuracy of year end projections.

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

#### 4.4 Risk Management

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

### 5 Revenue budget implications of capital investment

#### 5.1 Revenue cost or savings

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

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

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

#### 6 Capital resources 2017-21

#### 6.1 Variety of sources

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

#### 6.2 Annual Minimum Revenue Provision (MRP) Statement

- 6.2.1 Under guidance from the Department for Communities and Local Government, authorities are required to prepare an annual statement on their policy on making MRP. This mirrors the existing requirements to report to the council on the Prudential borrowing limit and investment policy.
- 6.2.2 The statement is set out in the Treasury Management Strategy. This approach is under active review and will be reported once concluded

#### 7 Asset management review

#### 7.1 Capital receipts

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

#### 7.2 Property as a corporate resource

- 7.2.1 The council treats its property as a corporate resource, oriented towards achieving its overall goals, underpinned by:
  - Clear links to financial plans and budgets.
  - Effective arrangements for cross-service working.
  - Champions at senior officer and member level.
  - Significant scrutiny by councilors.
- 7.2.2 It ensures that its properties are fit for purpose by making proper provision and action for maintenance and repair. The organisation makes investment and disposal decisions based on thorough option appraisal. The capital programme gives priority to potential capital projects based on a formal objective approval process.
- 7.2.3 Whole life project costing was used at the design stage for significant projects where appropriate, incorporating future periodic capital replacement costs, projected maintenance and decommissioning costs.
- 7.2.4 Whole life costing of significant projects, which span more than one year, also forms part of the regular monitoring reports.
- 7.2.5 The Asset Management Plan is being reviewed and will include greater emphasis on the use of the Council's property assets to support the Council's Transformation Programme, regeneration and increased income/revenue generation.
- 7.2.6 A new IT system for asset accounting has been brought into use and the possibility of this system being used for more widespread asset management will be explored.

#### 8 Summary of estimated disposals 2017-2021

- 8.1.1 New guidance has been issued from the DCLG on the flexible use of capital receipts which comes into effect from 1 April 2016 to 31 March 2019. This gives local authorities flexibility to spend capital receipts (excluding Right to Buy receipts) from planned new asset sales on the revenue costs of reform projects, subject to the condition that the projects generate on going revenue savings e.g. transforming service delivery to reduce costs or to improve the quality of service delivery in future years. Below is a plan of activities to which the new treatment of capital receipts could be applied:
  - Sharing back-office and administrative services with one or more other council or public sector bodies;
  - Investment in service reform feasibility work, e.g. setting up pilot schemes;
  - Collaboration between local authorities and central government departments to free up land for economic use;
  - Funding the cost of service reconfiguration, restructuring or rationalisation (staff or non- staff), where this leads to ongoing efficiency savings or service transformation;
  - Sharing Chief-Executives, management teams or staffing structures;

- Driving a digital approach to the delivery of more efficient public services and how the public interacts with constituent authorities where possible;
- Aggregating procurement on common goods and services where possible, either as part of local arrangements or using Crown Commercial Services or regional procurement hubs or Professional Buying Organisations;
- Improving systems and processes to tackle fraud and corruption in line with the Local Government Fraud and Corruption Strategy – this could include an element of staff training;
- 8.1.3 The direction makes it clear that local authorities cannot borrow to finance the revenue costs of service reform. Local authorities can only use capital receipts from the disposal of property, plant and equipment assets received in the years in which this flexibility is offered. Local Authorities may not use their existing stock of capital receipts to finance the revenue costs of reform. Officers are currently considering how to utilise this flexibility to progress key transformation projects such as the housing zone and related redundancy costs.
- 8.1.4 The Guidance recommends that the Strategy setting out details of projects to be funded through flexible use of capital receipts be prepared prior to the start of each financial year (Flexible Use of Capital Receipts Strategy). Failure to meet this requirement does not mean that an authority cannot access the flexibility in that year. However, in this instance, the Strategy should be presented to full Council or the equivalent at the earliest possible opportunity.
- 8.1.5 As a minimum, the Strategy should list each project that plans to make use of the capital receipts flexibility and that on a project by project basis details of the expected savings/service transformation are provided. The Strategy should report the impact on the local authority's Prudential Indicators for the forthcoming year and subsequent years. The Strategy should also contain details on projects approved in previous years, including a commentary on whether the planned savings or service transformation have been/are being realised in line with the initial analysis.
- 8.1.6 Due to difficulties in the property market since the economic recession a cautious view has been taken of the potential capital receipts identified. Much of the anticipated capital receipts are as a result of the VAT shelter agreement entered into with Merton Priory Homes as part of the housing stock transfer. There are current proposals for some of the properties under this agreement to be redeveloped which could result in a reduction in receipts from the VAT shelter agreement, however a Development and Disposals Clawback Agreement was entered into as part of the same transfer and this could result in a significant capital receipt should these development plans go ahead. The following table represents an estimate of an anticipated cash flow and therefore these future capital receipts these have been utilised to fund the capital programme:-

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

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

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

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

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

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

## 8.2 Debt repayment

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

#### 9 Grant Funding Capital Resources

#### 9.1 Environmental and Regeneration

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

<sup>\*</sup> Indicative and likely to reduce TBA – To Be Advised

#### 9.2 Children, Schools and Families

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

<sup>\*</sup> Based on Indicative Information

TBA - To Be Advised

#### 9.3 Community and Housing

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

#### 9.4 Summary of Grant Funding 2017-2021

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

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

<sup>\*</sup> This shows the grant funding being received by the authority

#### 10 Summary of Total Resources 2017-21:

#### 10.1 Summary

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

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

<sup>\*</sup> This table shows the grants and contributions applied to fund the programme allowing for slippage.

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

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

**Indicative Capital Programme 2021 to 2026** 

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

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

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

#### 11 Capital Bids and Prioritisation Criteria

#### 11.1 Prioritisation of schemes 2020/21

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

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

#### 12 Detailed Capital Programme 2017-21

#### 12.1 Corporate Services

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

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

#### 12.3 Children, Schools and Families

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

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

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

#### CSF capital programme 2017-21

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

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

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

#### Secondary school places

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

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

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

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

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

#### Special school places

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

#### Other schemes

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

#### 12.3 Environment and Regeneration

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

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

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

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

#### 12.3.1 Highways Planned Road Works and Footways Planned Works

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

#### 12.3.2 Highways General Planned Works

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

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

#### 12.3.3 Leisure

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

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

#### 12.3.4 Future Merton

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

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

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

#### 12.4 Community and Housing

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

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

## 12.5 Overall Programme

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

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

- 12.5.2 The funding details for the programme follow at Annex 2
- 12.5.3 Within the funding details the authority has anticipated some slippage for schemes that require a consultation process or a planning application or where the implementation timetable is not certain. The slippage anticipated reduces the spend in the year it is budgeted but increases the spend in the

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

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

#### <u>CAPITAL INVESTMENT PROGRAMME - SCHEMES FOR APPROVAL - ANNEX 1</u>

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

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

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

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

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

#### **Please Note**

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

#### **FUNDING THE CAPITAL PROGRAMME 2016-21**

#### Annex2

Merton	Capital Programme £000s	Funded by Merton £000s	Funded by grant and capital contributions £000s	
2016/17 Current Budget	39,261	22,575	16,686	
Potential Slippage b/f	0	0	0	
2016/17 Revised Budget	39,261	22,575	16,686	
Potential Slippage c/f	(5,166)	(4,614)	(552)	
Potential Underspend not slipped into next year	(1,262)	(685)	(578)	
Total Spend 2016/17	32,833	17,278	15,555	
2017/18 Current Budget	38,623	23,876	14,747	
Potential Slippage b/f	5,166	4,614	552	
2017/18 Revised Budget	43,789	28,490	15,299	
Potential Slippage c/f	(3,470)	(2,966)	(503)	
Potential Underspend not slipped into next year	(909)	(842)	(67)	
Total Spend 2017/18	39,410	24,680	14,729	
2018/19 Current Budget	33,205	20,362	12,844	
Potential Slippage b/f	3,470	2,966	503	
2018/19 Revised Budget	36,675	23,328	13,347	
Potential Slippage c/f	(1,469)	(1,239)	(230)	
Potential Underspend not slipped into next year	(399)	(336)	(63)	
Total Spend 2018/19	34,807	21,752	13,054	
2019/20 Current Budget	16,076	10,796	5,280	
Potential Slippage b/f	1,469	1,239	230	
2019/20 Revised Budget	17,545	12,036	5,510	
Potential Slippage c/f	(551)	(540)	(11)	
Potential Underspend not slipped into next year	(326)	(312)	(14)	
Total Spend 2019/20	16,668	11,185	5,484	
2020/21 Current Budget	0.433	7 700	656	
2020/21 Current Budget Potential Slippage b/f	8,432	<b>7,782</b> 540	<b>650</b>	
1, 5	551			
2020/21 Revised Budget  Potential Slippage c/f	8,983	8,322	661	
rotential Slippage C/1	(101)	(100)	(1)	

Total Spend 2020/21	8.534	7,906	628
Potential Underspend not slipped into next year	(348)	(315)	(33)

<sup>\*</sup> Funded by Merton refers to expenditure funded through Capital Receipts, Revenue Reserves and 'by borrowing.

#### DETAILED CAPITAL PROGRAMME 2017-21 ANNEX 3

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

<sup>\*</sup> OSC= Overview and Scrutiny Commission, CYP = Children and Young People, HCOP = Healthier Communities and Older People SC = Sustainable Communities,

#### DETAILED CAPITAL PROGRAMME 2017-21 Continued.... ANNEX 3

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

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

<sup>\*</sup> OSC= Overview and Scrutiny Commission, CYP = Children and Young People, HCOP = Healthier Communities and Older People SC = Sustainable Communities,

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

#### **Please Note**

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

### DETAILED CAPITAL PROGRAMME 2017-21 Continued.... ANNEX 3

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

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

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

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

<sup>\*</sup> OSC= Overview and Scrutiny Commission, CYP = Children and Young People, HCOP = Healthier Communities and Older People SC = Sustainable Communities,

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

#### **INDICATIVE CAPITAL PROGRAMME 2021-26**

#### ANNEX 5

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

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

#### **ANNEX 5**

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

<sup>\*</sup> OSC= Overview and Scrutiny Commission, CYP = Children and Young People, HCOP = Healthier Communities and Older People SC = Sustainable Communities,

#### Please Note

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

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

#### First Draft Service Plans.

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

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

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

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

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

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

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

#### **Index of Departmental Service and Commissioning Plans**

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

<sup>\*</sup>Commissioning Plan

## **Children Schools & Families**

Children's Social Care & Youth Inclusion		Planning Assumptions					APPENION Strategies your	
Cllr Katy Neep: Cabinet Member for Children's Services	Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	service contributes to
Enter a brief description of your main activities and objectives below	Population growth - looked after children & Care leavers		15	-30				ked after Children and Care Leavers Strate
Children's Social Care (CSC) delivers a range of government prescribed & legislated functions to children at risk of harm, children in care, care leavers & young offenders, as well as wider services for families.	Population growth - Child Protection Plans		30	-60				Safeguarding Children's Board Annual Plar
	Increase in 0-19 population		3,210					Children and Young People's Plan
CSC works within an integrated context co-ordinating multi agency support to those families at all levels of	UASC - increased numbers and impact on resources		30	-32				Children and Young People's Plan
Merton's Child & Young Person (CYP) Well-being Model. The service works with approximately 1,300 children at any one time who have the greatest needs in the borough across a range of outcomes: safety,	Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	

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

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

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

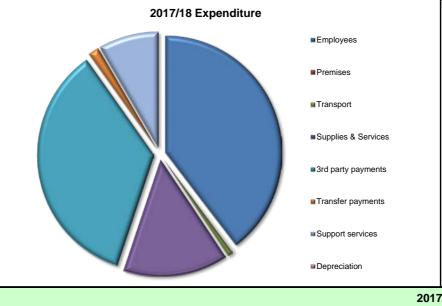
Access to resources for looked after children/external placement provision Recruitment of in house foster carers.

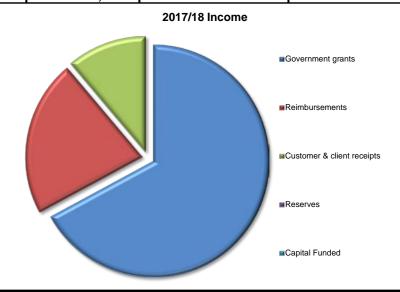
well-being, health, education & life chances.

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

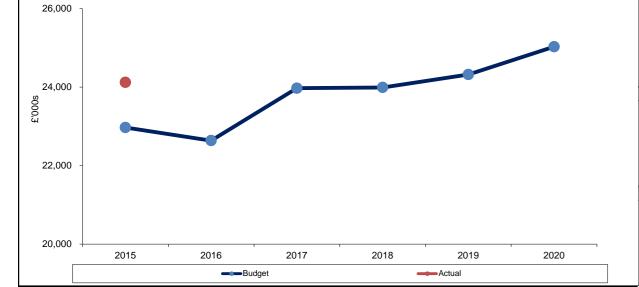
	DE	PARTMENTAL	BUDGET AND	RESOURCES			
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	24,735	26,428	23,800	25,056	25,075	25,405	26,113
Employees	10,775	10,921	9,878	9,933	9,838	9,553	10,146
Premises	47	48	43	52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

Council Funded Net Budget	22,972	24,123	22,637	23,972	23,991	24,321	25,029
Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
	n	0	0	0	0	0	n





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



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

#### 2019/20

2018/19

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

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

Education				Pla	anning Assun	nptions				<i>,</i>	The darker have strategies your
Cllr Katy Neep: Cabinet Member for Children's Services	Anticipated demand	201	5/16	201	6/17	201	7/18	2018/19	2019/20	2020/21	service contributes to
Cllr Caroline Cooper-Marbiah: Cabinet Member for Education	Forecast increase in population 0-4						7	80			Children and Young People's Plan
Enter a brief description of your main activities and objectives below	Forecast increase in population 5-19				Children and Young People's Plan						
Merton School Improvement (MSI) will improve outcomes for all pupils in Merton Schools by:	Raise in Participation age 16-18				Children and Young People's Plan						
monitoring, analysing & evaluating pupil & school performance	Forecast increase in Children & Y/P with EHCP				cial Educational Needs and Disabilities S						
developing skills in planning, teaching, assessment, leadership & management working with schools to reduce inequality & improve achievement for vulnerable groups	Increased demand for primary school (total across all schools)		fte								School Expansion Strategy
strengthening partnership working and school to school support	Increased demand for secondary school (total across all schools)			1-	3fte	4-6 fte (cu	umulative)	10-14 fte (cumulative)			School Expansion Strategy
Special Education Needs & Disabilities Integrated Service (SENDIS) will improve outcomes for CYP with SEND by:	Increased demand for special school places (total across all schools)			•		100 more SEN places by 18-19				School Expansion Strategy	
building early help capacity in schools & settings, families & the community     focus on safeguarding, early intervention & prevention as well as direct support for families	Anticipated non financial resources	201	2015/16		2016/17		7/18	2018/19	2019/20	2020/21	
· implementing the requirements of the Children and Families Act ensuring that families are central and											
receive a joined up service Specialist placement provision for pupils with SEN.  Early Years Services will improve outcomes for all children aged 0-5 by: Imanaging the childcare market to ensure the supply of good quality funded early education provision for	Performance indicator	Perforr	Performance Targets (T) & Provisional Perf			• , ,			Reporting cycle Indicator typ		Main impact if indicator not
children aged 2, 3 and 4 in accordance with statutory duties		2015/16(T)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)				met
. delivering Children's Centre services through a locality model with a focus on early help & targeted services for vulnerable families	Merton pupil average Attainment 8 score	51	52	52	52			High	Annual	Outcome	Reputational risk
using the CASA to inform robust planning and case work for identified families	% outcome of Ofsted school inspections good or outstanding	86	89	91	92			High	Monthly	Outcome	Inspection outcomes
. working with the early years sector to improve quality, reduce inequality and improve outcomes for vulnerable children and their families	% Level 4 and above in reading, writing and maths		53	53	53			High	Annual	Outcome	Reputational risk
. Developing the work force to deliver holistically to vulnerable families and young children	% secondary school attendance	94.0	95.1	95.2	95.3			High	Annual	Outcome	Increased costs
introducing a more robust performance management framework  Youth Inclusion will improve outcomes for Young People by:	% primary school attendance	95	96.1	96.1	96.2			High	Annual	Outcome	Breach statutory duty
providing universal & targeted in house & commissioned services for YP & schools	% of new EHCP requests completed within 20 weeks	55	55	55	55			High	Quarterly	Outcome	Safeguarding issues
DIOMINING SUPPORT TO DIEVELLE DUILVILLE, SUPSTAILLE HIISUSE & LEEHAUE DIEUHAHUV. 10 HIIDIOVE ALLEHUAHUE &	ll	400	100	100	100			High	Quarterly	Outcome	Inspection outcomes
o encourage emotional & social development	% Good or Outstanding children's centres per Ofsted	100	100	100	100		I	riigii	Quarterly	Outcome	inspection outcomes
providing support to prevent bullying, substance misuse & teenage pregnancy, to improve attendance & to encourage emotional & social development developing alternative education offerings to enable YP to stay in education, training & employment leading on the council's partnership with the police & CAMHS for education	% Good or Outstanding children's centres per Ofsted % reception year surplus places	5	5.5	6	8			Low	Annual	Business critical	Parental choice

5

90

5

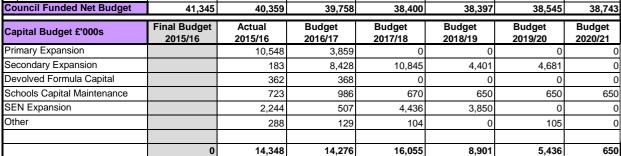
90

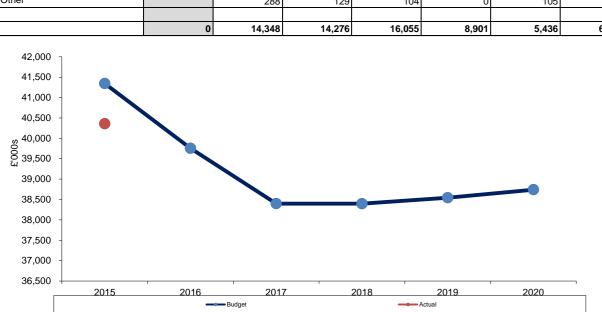
5

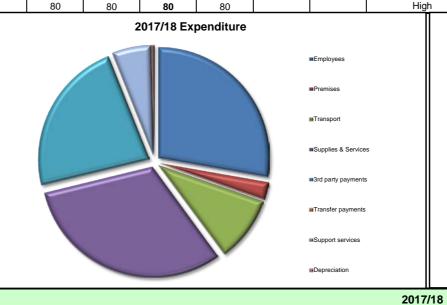
90

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

· improving attendance and reduce PA in Merton schools
- My Futures Service
School Org
Pupil place planning, & schools admissions

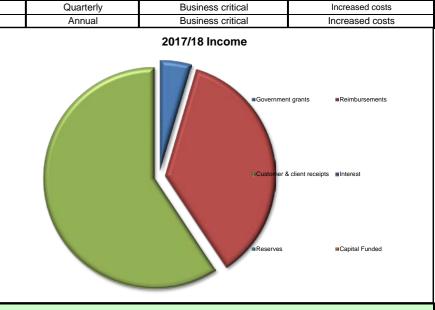






5

90



Business critical

Parental choice

Substantial reduction in EY budgets whilst retaining existing Children's Centres targeted work in areas of higher deprivation: £546,000 Reduced service offer from school improvement: £75,000

Increased income from schools/ reduced LA service offer: £200,000

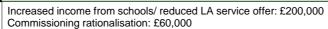
Property and contracts: £65,000

%secondary school Yr7 surplus places Inc.Academies

% major capital projects green/amber to time

% spend on approved capital programme

(Deletion of 1AD, 1 HOS and half and admin post £224,000) spilt across CSC/YI and Education).



(Review of CSF staffing structure beneath management level £189,00) split across CSC/YI and Education). Data review & centralisation £40,000) split across CSC/YI and Education).

#### 2019/20

2018/19

Low

High

Annual

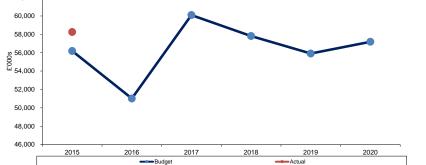
(Review of CSF stafifng structure beneath managment level £200,000 (split across CSC/YI and Education).

				- MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD	A 13131	KIINIV A	
	Project 1 Project Tillio: Improved principle of schools in R1 or vulnerable to R1 including maintenance of Securing Science Support and challenge for schools in R1 or vulnerable to R1 including maintenance of Securing Science Support and challenge for schools in R1 or vulnerable to R1 including maintenance of Securing Science Support and challenge for schools in R1 or vulnerable to R1 including maintenance of Securing Science Science Programme. Transp and brieflyings on Create, assessment controllum and Securing Science Science Programme. Transp and brieflyings on Create, assessment controllum and Securing Science Science Programme. Transp and brieflyings on Create, assessment controllum and Securing Science		APPE	NDIX 6			
				MAJOR PROJECTS BENEFITS	Likelihood		Score
Pro	oject 1	Project Title:		Improved effectiveness			
Start date	2013-14	Project Details:	Securing Good Schools Programme. Training and briefings on Ofsted, assessment, curriculum amd improving teaching. New outstanding teacher courses for primary and secondary teachers.  Ongoing support for the development of the Merton Education Partnership and brokerage of school to		2	3	6
End date	2018-19						
Pro	oject 2	Project Title:	Transforming Early Years (EY's TOM)	Improved efficiency (savings)			
Start date	2013-14	Project Details:	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		3	2	6
End date	2019-20		framework across the service, includes customer contact and self serve options for fee paying customers.				
Pro	oject 3	Project Title:		Improved customer experience			
Start date	2013-14	Project Details:	development of the local offer, preparation for adulthood pathways, secure web portal, personal budgets for those families that want them. Related to SCIS Programme. Addressing new statutory duty for age 19-25. Develop plan and manage process within available funding streams. Develop		4	3	12
En <b>o</b> date <b>2</b>	2019-20	·	education, health and care plans (ex SEN Statements). Work with SENDIS service to maintain focus of encouraging Personal Budgets for SEN travel assistance and support implementation of next				
∞ Pro	oject 4	Project Title:	Development of Adolescent offer including My Futures (NEET's) & linked provision	Improved customer experience			
Start date	2013-14	Project Details:			3	2	6
End date	2017-18	,	statutory duty for age 19-25. Develop plan and manage process within available funding streams.				
Pro	oject 5	Project Title:	Youth transformation phases 3 & 4 (Edn TOM)	Improved efficiency (savings)			
Start date	2013-14	Project Details:	Implementation of new funding models for Phinns Bridge & Pollards Hill		4	3	12
End date	2017-18	r roject Betails.	Implementation of new tanding models for 1 hipps Bridge at 1 shares 1 hin.				
Pro	oject 6	Project Title:	Implementation of Secondary & Special School (SEN) Places Strategy (EducationTOM)	Infrastructure renewal		_	
Start date	2015-16		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		4	2	8
End date	2018-2019	Project Details:	borough to achieve overall additional places needed. Undertake statutory processes and procure/plan/deliver construction contracts. Develop overall strategy for provision of sufficient and suitable SEN places in Merton; undertake capital bidding and procure/plan/deliver construction contracts.				

# **Community & Housing**

	Adult Soc	ial Caro									Dia	ınning Assul	mntions				<del>- APPEN</del>	The Corporate strategies you
Cllr Tobin B	vers:Cabinet Mer		Social Care			Anticipated	demand		201	15/16		6/17		17/18	2018/19	2019/20	2020/21	service contributes to
Enter a brief descri				elow	N	lo. of people red		es		829		920		012	7105			Community Plan
						People age	ed 85-89		2500			2500						Special Educational Needs and Disabilities St
dult Social Care is a statute						People ad				2500 1800		900		500	2500 2117			
hereby the council has a d					No.	of people aged (	_	entia		022		)47		072	2098			
sessment of need for people to disability or illness. O						cipated non fin				15/16		6/17		17/18	2018/19	2019/20	2020/21	
•			•			Staff (F	FTE)		38	3.53	32	1.87	31	9.87	294.87	294.87		
nere are eligibility criteria to possible.	define need and	I to keep this	in line with res	ources as far		Staff (F	FTC)					0		0	0	0		
s possible.																		
r approach to redesign th									Borfor	mance Targe	to (T) 9 Brox	icional Borf	ormonoo To	racto (B)				Main impact if indicator
ources. This means main overy in order to limit spe						Performance	e indicator		2015/16(T)		2017/18(P)	2018/19(P)		2020/21(P)	Polarity	Reporting cycle	Indicator type	main impact if indicator
eded, we do this in a pers					No of carers red	ceiving a service	e		930	996	1075	1140	1140	1140	High	Monthly	Business critical	Breach statutory duty
ependence, minimises p	ocesses if they	don't add value	e for customers	or		still at home fol		ement	85.8	73.2	86	86.1	86.1	86.1	High	Annual	Outcome	Increased costs
payers, to work in partner eryone to contribute to the					% People receiv	ing 'long term' (	Community S	ervices	71	72	73	74	75	75	High	Monthly	Business critical	Increased costs
eryone to contribute to the payer.	ii owii oi oiners	support along	joine Milat IS IU	inded by the	% People with 'I	. 9	9		95	95	95	95	95	95	High	Monthly	Unit cost	Government intervent
-					The rate of Dela (both NHS and I		of care from h	ospital	5	5	5	5	5	5	Low	Monthly	Business critical	Increased costs
oking ahead there is a ke mely the integration with h		challenge to ir	ncorporate in o	ur redesign,	(DOLLI INFIS ALIG I	viertori)			1					+				<del></del>
mely the integration with	can scrittees.																	
			BUDGET AND							:	2017/18 Ex	penditure					2017/18 Income	
enue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21										-	
nditure	78,971	82,371	73,925			78,313	79,597			1				Employees				■Government grants
oyees	14,824	14,916	12,948	13,030	11,792	11,904	12,016							Premises				
nises sport	370 1,439	297 1,397			357 1,462	362 1,483				1//				i remises				■ Reimbursements
olies & Services	4,206	2,784				2,279	2,338							Transport				Reimbulsements
party payments	41,655	45,456	38,927	47,409	47,186	44,628	45,265			//			١					\
sfer Payments port services	9,551 6.850	9,490 7,956	9,763 6,466	10,213 6,466	10,663 6,466	11,113 6,466	11,563 6,466							Supplies & Service	es			■Customer & client receipts
reciation	76	76	76	78	78	78	78											
enue £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget							3rd party payment	s			■Recharges
ome 🕦	2015/16 22,782	2015/16 24.124	2016/17 22.908	2017/18 22.410	2018/19 22.410	2019/20 22.410	2020/21 22.410					- 1	١.	Transfer Payments				,
ernri en grants	1,059	1,317	882	17	17	17	17							Transier Fayinenia	5			■Reserves
nbursements omer Client receipts	8,275 10.327	10,144 9,058	8,613 10,453	8,980 10,453	8,980 10,453	8,980 10,453	8,980 10,453							Support services				
narges	3,121	3,606	2,960	2,960	2,960	2,960	2,960		•									■Capital Funded
rves	0	0	0	0	0	0	0							Depreciation				
tal Funded	0	0	0	0	0	0	0											
ncil Funded Net Budget	56,189	58,247	51,017	60,094	57,814	55,903	57,187						Sun	nmary of ma	ijor budget etc. ch	anges ~ 2017/18		
ital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	Growth for C										
chemes	2013/10	2013/10	132	2017/10	2010/13	2013/20	2020/21	Total Saving	js - £2.198m	(CH1,CH2,,	CH3,CH35,0	JH36,CH37,	CH38,CH52	2&CH53)				
Gables Mitcham		591																
			L															
			<del> </del>															
			<b>—</b>					-										
															2018/19			
		593	132					Growth for C	Concessionar	y fares incre	ase - £0.450	m		0k to be identi				

Growth for Concessionary fares increase - £0.450m



2019/20

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

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

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF Adult Social Care	10 OVER THE FOUR YEAR PERIOD	APPEN	NDIX 6	
			PROJECT DESCRIPTION	MAJOR PROJECTS BENEFITS	Likelihood	Risk	Score
Pro	oject 21	Project Title:	Customer Profiling	Improved effectiveness	LIKCIIIIOOU	IIIIpact	OCOIC
Start date	2015-16	Project Details:	Use data about the population in Merton and about service users and carers to ensure the right resources are in the right place at the right time and that customers can more easily be matched (or match themselves) to services or service providers in an open/transparent market.		4	3	12
End date	2017-18						
Pro	oject 22	Project Title:	Carers Support (CH60)	Improved customer experience			
Start date  End date	2015-16	Project Details:	Review, redesign and deliver an improved local offer to meet the needs of carers in Merton.		3	4	12
	oject 23	Project Title:	Rebalanced Homecare Services Portfolio	Improved efficiency (savings)			
	ĺ	1 Toject Title.	Negatational Homesard Scrivists Fortions	improved emolericy (savings)			
Start date	2015-16	Project Details:	Shift of emphasis to outcomes based services, Pay-for-Results, and Restorative Care for agency delivered services. More shared data & systems to enable an optimised Agile Social Care System.  More coordinated and integrated end-to-end hospital to home system with predictive analytics.		3	3	9
End date	2017-18		more socializated and integrated one to one neopher to nome system was product to analytice.				
Pro	oject 24	Project Title:	Micro-Direct Commissioning System	Improved efficiency (savings)			
Start date	2016-17	Project Details:	Micro-direct commissioning allows service users to commission their own services. It is a cashless system connecting people needing care with people who can provide it. Providers may be individuals, working full or part time, agencies, voluntary and other orgs. The system electronically matches users		3	4	12
End date	2017-18		and providers.				
Pro	oject 25	Project Title:	Bed based care	Improved efficiency (savings)			
Start date	2016-17	Drois et Deteile	Fully evaluate the case for developing 2 x 80 bed careunits for older people outside the borough. Look		3	4	12
Er <b>©</b> date	2017-18	Project Details:	at potential for hybrid capitalisation, 3rd party management /operator business model.				
	oject 26	Project Title:	Senior 'AIR BNB' System	Improved efficiency (savings)			
Standate	2016-17	Project Details:	For matching homeowners needing care and individuals who can provide it in exchange for		3	4	12
End date	2017-18		accommodation.				
Pro	oject 27	Project Title:	Shared data/systems/metrics	Improved effectiveness			
Start date	2015-16	Businest Basella	With market providers for quality, value and performance. Quality as an integral part of the value		3	4	12
End date	2016-17	Project Details:	equation together with customer feedback.				
Pro	oject 28	Project Title:	Procurement Efficiencies & Savings (2016/17 - CH63 2017/18 CH2,CH35,CH36&CH52	Improved efficiency (savings)			
Start date	2015-16		2018/19 - CH36&CH39)  More contracts focused on 'pay for results' and 'outcome'. Contractual obligations to share a wider		3	4	12
End date	2017-18	Project Details:	range of data for performance, value and quality.				
Pro	oject 29	Project Title:	Integration	Improved effectiveness			
Start date	2015-16	Project Details:	Merton Integration Board (BCF Project) has the following key interfaces with ASC Redesign: - Improving reactive provider response services incl. the reablement restructure - Establishing 7 day working and proactive case management e.g. by locality teams including Home		3	4	12
End date	2016-17		from Hospital - Increasing the use of Telecare and Telehealth				
Pro	oject 30	Project Title:	Control 3rd Party Spend (2016/17 - CH24,CH25,CH26,CH27,CH28,CH29,CH30,CH31,CH32,CH33,CH34, CH38 & 2017/18 - CH1,CH3 & 2018/19 - CH55)	Improved efficiency (savings)			
Start date	2015-16	Decided Details	Control authorisation of new packages of support and implement review processes for existing cases		3	4	12
End date	2018-19	Project Details:	cases to improve service user outcomes and deliver savings in line with MTFS and ensure on-going support promotes independence.				

Housing Needs and Enabling Services
Cllr Martin Whelton: Cabinet Member for Regeneration, Environment & Housing
Enter a brief description of your main activities and objectives below
To fulfil statutory bousing functions to provent homologeness and avoid the use of

temporary accommodation.

To plan services in response to changes in national policies and in the housing market, and to develop innovative projects or models of delivery that maximise the use of resources and deliver services that minimise costs to the council.

#### The purpose of this service is to

- Prevent homelessness in accordance with statutory housing law
- Provide homes to people in housing need
- Plan for the future delivery of housing via general conformity with the London Housing Strategy
- Formulate and deliver statutory housing strategies for the borough
- Maintain the housing register and choice based lettings process and nominate households to vacant housing association homes
- Maximise supply of affordable homes with registered providers and private landlords
- Provide care and housing support to vulnerable adults
- Relationship management between the council and stock transfer housing associations
- Carry out a statutory duty to enforce Environmental Health (Housing) legislation
- Provide grant assistance for improvements and adaptations

Environmental Health (Housing)	6.	.03	5.	.03	5.	.03	4.03	4.03	4.03	
TOTALS	30	.53	26	.82	22	2.82	19.82	22.03	4.03	
Performance indicator	Perfor	mance Targe	ts (T) & Prov	isional Perfo	ormance Tar	gets (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
Performance indicator	2015/16(T)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)	Polarity	Reporting Cycle	indicator type	met
No. of homelessness preventions	550	450	450	450	450	450	High	Monthly	Business critical	Increased costs
No. of households in temporary accommodation	130	225	225	235	250	250	Low	Monthly	Business critical	Increased costs
Highest no. of families in B&B	10	10	10	10	10	10	Low	Monthly	Business critical	Increased costs
Highest no. of adults in B&B	10	10	10	10	10	10	Low	Monthly	Business critical	Increased costs
Affordable homes delivered	35	30	70	60	40	50	High	Annual	Outcome	Reputational risk
Social housing lets	415	375	360	350	340	345	High	Quarterly	Outcome	Increased waiting times
Rent deposit - new tenancies	90	50	40	40	40	40	High	Annual	Outcome	Increased waiting times
No. of enforcement/improvement notices	55	55	70	70	60	60	High	Quarterly	Outcome	Reduced enforcement
Number of Disabled Facilities Grants approved	75	60	60	60	60	60	High	Quarterly	Outcome	Customer hardship

2017/18

11000

9600

1000

420

2017/18

18.5

2018/19

11000

10250

1000

435

2018/19

17.5

2019/20

11000

10900

1000

455

2019/20

17.5

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

2017/18 Expenditure		
	■Employees	MPremises
	∎Transport	■Supplies & Services
	■Transfer Payments	■3rd party payments
	■Transfer Payments	mSupport services
	<b>MDepreciation</b>	

Planning Assumptions

2016/17

11000

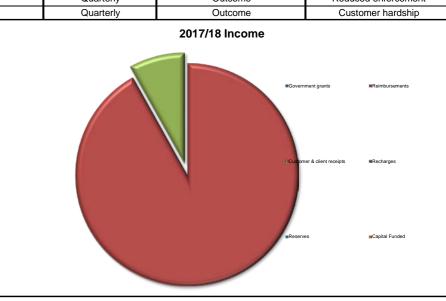
8100

1000

420

2016/17

21.50



2020/21

11000

11550

1000

470

2020/21

17.5

service contributes to Homeless Placements Policy (Interim)

Homelessness Strategy

Housing Strategy

Capital Budget £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget
Capital Budget £ 0005	2015/16	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Disabled Facilities Grant		447	1,043	755	629	280	280
8 Wilton Road		60					
Western Road		0	760				
	_		4 000				

Summary of major budget etc. changes 2017/18

Savings £30k Rationalisation of admin budget (CH9)

2015/16

11000

8150

1000

380

2015/16

24.5

Anticipated demand

Housing advice, options, private tenants & landlords advice

Housing register applicants

Housing options casework

Demand for temporary accommodation

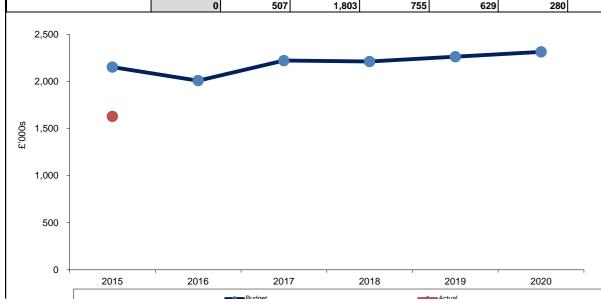
Anticipated non financial resources

Housing Needs Staff (FTE)

Savings -£36k - Deletion of one staffing post ((CH10)

Savings -£100k Further Staff reductions (Any areas of HNES & EHH) (CH43)

Savings £50k - Staff reduction in Housing Services (CH57) - CH57 is a repeat of CH43 and the saving has been double counted. (refer to conversations with Finance and text at back of TOM) This savings will be transferrred to Adult Social Care.



#### 2018/19

Savings -£62k Further Staff reductions (Any areas of HNES & EHH) (CH43)

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

#### 2019/20

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

Cllr Nick Draper:	Librar	es								Pla	nning Assur	nptions				APPEN	The Corporate strategies your
			ty & Culture			Anticipated	d demand	20	15/16		6/17	201	7/18	2018/19	2019/20	2020/21	service contributes to
Enter a brief descript			•	ow		Active			,000		000	56,		56,000	56,000	56,000	Customer Contact Strategy
The purpose of the service is to	provide a 'com	orehensive and	efficient' librar	v service.		Stock is	issues	1,00	0,000	950	,000	950	,000	900,000	900,000	900,000	
addressing the 'needs of adults'						Registered			5,000		,000		,000	135,000	135,000	135,000	
Museums Act 1964.						Visitor f	figures		0,000		0,000	1,210		1,210,000	1,210,000	1,210,000	
Local authorities have a statuter	nu dutu to maka	provision for a	library con dec	but may	Antic	cipated non fir	nancial resource		15/16	201	6/17	201	7/18	2018/19	2019/20	2020/21	
Local authorities have a statutor decide on how this is delivered.		provision for a	iibiaiy seivice	Dut IIIay		Staff (I		4:	5.71	43	.56	31	.36	31.36	31.36	31.36	-
						Accommodation	. ,		7				-	7	7	7	
Certain aspects of the service m	nust be provided	for free:				Equipmen	nt (PC's)	1	44	1	14	14	44	144	144	144	
Free lending of books																	
Free access to information Free library membership						Performance	e indicator			ets (T) & Prov				Polarity	Reporting cycle	Indicator type	Main impact if indicator no
Tree library membererinp					N			2015/16(T)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)	105-1			met
The Library Service aims to prov							ng the library servi es network termin		200,000	210,000	220,000	230,000	230,000	High	Monthly Monthly	Quality Outcome	Reduced uptake of servic  Reduced uptake of servic
is responsive to the needs of cu							for stock transacti		56,000	56,000 97	56,000	56,000	56,000	High High	Monthly	Business critical	Increased costs
service in London whilst continu evels.	uing to achieve s	ome of the high	nest customer	satisfaction		Active voluntee		ons 95 200	96 210	220	97 230	97 230	98 230	High	Monthly	Business critical	Reduced service deliver
evels.					<u> </u>	Maintain		£316,000	£316,000	£346,000	£346,000	£346,000	£346,000	High	Monthly	Unit cost	Increased costs
						Partnership		30	30	30	30	30	30	High	Monthly	Quality	Reduced service deliver
					9/	% customer sati		78	78	78	78	78	78	High	Annual	Perception	Reduced customer service
							(/ 11.0)	10	7.0		.0	10	70	9''		. огоорион	
	DEI	PARTMENTAL B	SUDGET AND F	RESOURCES				<u>.</u>		2017/10 5	anditure	•			•	2017/10 1	
C1000-	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget			2017/18 Ex	penaiture					2017/18 Income	
levenue £'000s	2015/16	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21						=======				
xpenditure	3,296	3,190	3,221	2,993	2,972	3,000	3,026						■Employees				■Government grants
mployees	1,350	1,265	1,348	1,140		1,118											
remises ransport	399	406 5	403	436	444	452							■Premises				- Paristance
upplies & Services	508	454	449	407	412	417											■Reimbursements
d party payments	37	30		18		21						<b>\</b>	■Transport			A	
ransfer payments			0	0	0	0	,			V					//		■Customer & client receipts
upport services epreciation	696 303	727 303	688 303	687 301		687 301		1		N .			■Supplies & Service	es			1
	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget		1								
levenue £'000s	2015/16	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21						■3rd party payment	s			■Recharges
ncome	357	396		316	346	384	384										/
Government rants	0 41	0		0	0	0	, ,					/	■Transfer payments	•		1	■Reserves
Reimbursements Customer & Client receipts	316	34 361	316	316	346	384						,					
Recharges	0	0	0	0	0	0	0				1		■Support services				
Reserves Capital Funded	0	0	0	0	0	0	0	•									■Capital Funded
council Finded Net Budget	2,939	2,794	2,864	2,677	2,626	2,616	2,642						■Depreciation				
Curion I unpod Net Badget																	
Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21						Summary	of major budget etc	c. changes		
Colliers Wood Library Re-Fit	2013/10	2013/10	2010/17	200		2019/20	2020/21							2017/18			
ibrary Self Service		255	95	i	1	-	350 S	avings - Introduce sel	f-serve lihr:	aries at off	neak times	- £90k					
Vest Barnes Library Re-fit				200	,			avings - Staffing - £38		21100 01 011	Joun tillioo	LOOK					
ibrary Management System				100	,			avings - Additional sta		- £62k							
				1				avings - Reduction in									
				1													
						0	350							2018/19			
	0	255	95	500	0												
	0	255	95	500	0			Savings - Letting of sp	ace for coff	ee shop fra	nchise in lib	raries - £30	)k				
3,000 7	0	255	95	500	0			Savings - Letting of sp	ace for coff	ee shop fra	nchise in lib	raries - £30	)k				
3,000	0	255	95	500	0			Savings - Letting of sp	ace for coff	ee shop fra	nchise in lib	raries - £30	)k				
3,000	0	255	95	500	0  0			Savings - Letting of sp	ace for coff	ee shop fra	nchise in lib	raries - £30	0k				
3,000	0	255	95	500	<u>                                     </u>	<u>,                                     </u>		Cavings - Letting of sp	ace for coff	ee shop fra	nchise in lib	raries - £30	)k				
3,000	0	255	95	500	<u>)  0 </u>			Savings - Letting of sp	ace for coff	ee shop fra	nchise in lib	raries - £30	0k				
	0	255	95	500	<u>)</u>	,		Savings - Letting of sp	ace for coff	ee shop fra	nchise in lib	raries - £30	0k	2010/20			
•	0	255	95	500	0			Savings - Letting of sp	ace for coff	ee shop fra	nchise in lib	raries - £30	Ok	2019/20			
\$000.	0	255	95	500	0	_		Savings - Letting of sp	ace for coff	ee shop fra	nchise in lib	raries - £30	Ok	2019/20			
	0	255	95	500	0	<b>—</b>		savings - Letting of sp	ace for coff	ee shop fra	nchise in lib	raries - £30	Ok	2019/20			
\$000.3	0	255	95	500	0	<u> </u>		Savings - Letting of sp	ace for coff	ee shop fra	nchise in lib	raries - £30	Ok .	2019/20			
\$000.3	0	255	95	500	0	<u> </u>		Savings - Letting of sp	ace for coff	ee shop fra	nchise in lib	raries - £30	Ok	2019/20			
\$000.3	0	255	95	500	0	<u> </u>		Savings - Letting of sp	ace for coff	ee shop fra	nchise in lib	raries - £30	Ok .	2019/20			
\$000.3	0	255	95	500	0	<b>-</b>		Savings - Letting of sp	ace for coff	ee shop fra	nchise in lib	raries - £30	Ok .				
\$000.3	0	255	95	500	0	<b>—</b>		Savings - Letting of sp	ace for coff	ee shop fra	nchise in lib	raries - £30	)k	2019/20			
\$000.3	0	255	95	500	0			Savings - Letting of sp	ace for coff	ee shop frai	nchise in lib	raries - £3C	DK .				
2,500 -	0	255	95	500	0	<b>—</b>		Savings - Letting of sp	ace for coff	ee shop fra	nchise in lib	raries - £3C	DK .				
\$000.3	2016	255		500	2019	2020		Savings - Letting of sp	ace for coff	ee shop frai	nchise in lib	raries - £3C	Dk .				

----Budget

----Actual

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

Cllr Caroline Cooper-Marbiah Service F South Than	Mertton Adult Education r Caroline Cooper-Marbiah Cabinet Member for Education Service Providers: South Thames College Groundwork London  Anticipated demand 2015/16					The London Borough of Merton is committed to providing high quality and sustainable adult learning in order to improve the social, economic, health and wellbeing of our residents. The service is delivered through a commissioning model, contracting services to the best providers in the field and by developing sophisticated evidence based approaches to what we deliver.  The service will continue to provide popular courses whilst expanding provision for families and enhancing our range of maths, English and employability courses.  Planning Assumptions  The Corporate strategies the								
				Pla	nning Assump	itions					The Corporate strategies the			
Anticipated demand		201	5/16	201	16/17	2017	7/18	2018/19	2019/20	2020/21	service contributes to			
Total number of learners		31	129	32	285	32	285	3285	3285	3285	Culture and Sport Framework			
Number of accredited learners	ذ	18	397	14	467	146	.67	1467	1467	1467	Employment and Skills Action Plan			
Total number of enrolments		42	256	39	964	396	964	3964	3964	3964	Medium term Financial Strategy  Special Educational Needs and Disabilities Strategy			
Anticipated non financial resour	rces	201	15/16	201	16/17	2017	7/18	2018/19	2019/20	2020/21				
Staff (Commissioning Team)				4.	.57	3.5	.57	3.57	3.57	3.57	<u> </u>			
` `	Staff (LDD Curriculum manager)					1								
South Thames College								t resources to provide serv						
Groundwork London		D.	Common Tow	(T) 9 Drev	Doubour	Tarmete		t resources to provide serv	vice					
Performance indicator	H	2015/16(T)	erformance Targ	gets (T) & Provi 2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)	- Polarity	Reporting cycle	Indicator type	Main impact if indicator not met			
Number of enrolments per annu				3964	3964	3964	3964	High	Quarterly	Outcome	Reduced uptake of service			
Number of new learners per annum (not registere previous year)	d as learners in			50%	45%	40%	40%	High	Quarterly	Outcome	Reduced uptake of service			
mber of completers (% retention rate p	per annum)		i <u> </u>	93%	94%	95%	95%	High	Annual	Outcome	Reduced service delivery			
% overall success rate of accredited course				85%	86%	88%	90%	High	Annual	Outcome	Reduced uptake of service			
% of end of course evaluations where teaching is rated as good or above	ig and learning		1	95%	95%	95%	95%	High	Annual	Perception	Reduced service delivery			
% of enrolments from deprived wa	ards		'	27%	30%	32%	35%	High	Quarterly	Quality	Reduced uptake of service			
Average cost per learner				£247	£247	£247	£247	Low	Annual	Unit cost	Reduced uptake of service			
Fina	ancial Informa		D. Lord	1 D. Imal				Additional	Il Expenditure Informati	ion				
Revenue  Expenditure	Budget 2017/18 1,373	Budget 2018/19	Budget 2019/20 0	Budget 2020/21 0	4									
Contractor's Fee	1,158	3	[											
Employees (Commissioning Team)	170				4									
Employees (LDD Curriculum Manager)  Revenue	45 Budget 2017/18	Budget 2017/18	Budget 2017/18	Budget 2017/18										
Income Adult Education Block Grant	<b>1,373</b> 1,345		0	0	1									
Adult Apprenticeships Grant	28				1									
Capital Expenditure	Budget 2017/18	Budget 2017/18	Budget 2017/18	Budget 2017/18	-									
	2017/18 2017/18 2017/18													

Description of main activities and objectives

**APPENDIX 6** 

**Commissioned Service** 

			DETAILS OF MAJOR PF Mertton Adult Edu		APPEN	DIX 6	
			PROJECT DESCRIPTION	MAJOR PROJECTS BENEFITS		Risk	
_		T			Likelihood	Impact	Score
Pro	oject 1	Project Title:	Improve Ofsted status	Improved effectiveness			
Start date	2016/17	Project Details:	Implement agreed actions in Post Ofsted Improvement Action Plan (PIAP) ready for re-inspection with		3	2	6
End date	2018/19	,	the view to achieving a 'Good' status				
Pro	oject 2	Project Title:	Embed employability, maths and English strands in courses where applicable	Economic outcomes			
Start date	2016/17	Project Details:	Embed key threads around employability, maths and English into courses delivered by new providers.		2	1	2
End date	2018/19						
Pro	oject 3	Project Title:	Launch new apprenticeship scheme	Economic outcomes			
Start date	2016/17	Project Details:	Procure an organisation to increase apprenticeship numbers in the borough.		2	1	2
End date	2017/18	,					
Pro	oject 4	Project Title:	Expand provision in deprived areas of the borough and / or amongst deprived communities	Improved effectiveness			
Start date	2016/17	Project Details:	Deliver a range of community and family learning initiatives in the broough to increase take up and proactively market services to residents with the greatest needs.		3	1	3
End date	2018/19						
Pro	oject 5	Project Title:	Embed new evidence base and overhaul course provision	Improved customer experience			
Start date	2017/18	Project Details:	Make more effective usage of learner and community data to inform the future commissioning of adult		2	1	2
Englate	2018/19	ŕ	learning courses whilst retaining a healthy breadth of provision.				
() Pro	oject 6	Project Title:	Embed new commissioning arrangements across all services	Improved effectiveness			
Start date	2016/17	Project Details:	Undertake regular contract reviews and identify improvement plans to embed and improve the quality		3	2	6
End date	2019/20	,	of the new adult learning services				

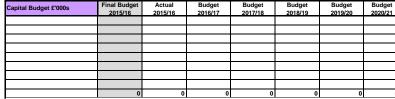
Public Health				P	anning Assu	ımptions					The Corporate strategies your		
Cllr Tobin Byers:Cabinet Member for Adult Social Care	Anticipated demand	201	5/16	201	6/17	201	17/18	2018/19	2019/20	2020/21 \Lambda 🗅	envice quatributes to		
Enter a brief description of your main activities and objectives below	Sexual health	20,	554	20	913	21	,645	22,403	23,187	TBC A	Skulal Health Strutegy		
Public Health services currently comprise:	Drugs & alcohol	452 Drugs/	253 Alcohol	467 Drugs	280 Alcohol	400 drugs/	/340 alcohol	TBC	TBC	TBC	Health & Wellbeing Strategy		
Services to improve health and wellbeing that are the commissioning responsibility	Support to CCG	40% of PH s	staff capacity	40% of PH	staff capacity	40% of PH s	staff capacity	40% of PH staff capacity	40% of PH staff capacity	TBC			
of PH in LA (including the following mandatory services: sexual health, NHS health	NHS Health Checks	62	11	6	300	3,	000	3,100	3,200				
checks, Healthy Child 0-5 services, National Child Measurement Programme)  Commissioning support function to the CCG (mandatory)and council;  Health protection oversight function (mandatory)	National Child Measurement Programme	Reception C Year 6 Co	ohort : 2,610 hort: 2,012	Reception 0 Year 6 Co	ohort : 2,655 hort: 2,068		Cohort : 2,700 ohort: 2,125	Reception Cohort : 2,745 Year 6 Cohort: 2,182	TBC				
Health intelligence including JSNA (mandatory)	NHS Smoking Cessation	1168		1000		TBC		TBC	TBC				
	Health Visiting New Birth Visits: estimated new births	32	:37	3	170	31	104	3037	2971				
Our vision for public health in Merton over the next five years is to:  Protect and improve physical and mental health outcomes for the whole population													
in Merton throughout the life course, and reduce health inequalities, especially between the West and East of the borough, within the shrinking financial envelope	Anticipated non financial resources	201	5/16	201	6/17	201	17/18	2018/19	2019/20	2020/21			
available.	Staff (FTE)	14	.77	15	.43	15	5.43	TBC	TBC	TBC			
Fulfil our statutory PH duties.	Staff (Trainees)		1		2		2	TBC	TBC	TBC			
Contribute to Merton becoming London's best council in 2020													
	Performance indicator		Performance Targets		. ,		nal Performance Targets (P)		Polarity		Reporting cycle	Indicator type	Main impact if indicator not me
Our strategic objectives are:		2015/16(T)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)	1 Oldrity	Reporting cycle	mulcator type	main impact it indicator not me		
Dbjective 1: Service transformation - Deliver East Merton Model of Health and Wellbeing and Wilson health and community campus as blueprint for borough-wide	Chlamydia diagnosis	1,910	1,977	2,046	2,118	2,192		High	Quarterly	Output			
nealth and care transformation	Late diagnosis of HIV rate	42%	40%	38%	36%	35%		Low	Annual	Outcome	Failure to meet PHOF target		
odia and dato nanotimatori	Successful completion of drug treatment (opiates)	54.2%	56.2%	9.5%	TBC	TBC			Quarterly	Outcome			
<b>Dijective 2</b> : Embedding health & wellbeing into council business - Embed health and relibeing as relevant outcome across the whole council business (and partners)	Signed Memo Of Understanding (MOU) with MCCG	Yes	Yes	Yes	Yes	Yes			Annual	Business critical	Breach statutory duty		
ncluding establishing health as marker for good government and as investment rather	% NHS health checks uptake of those offered service	58.5%	50%	50%	52%	54%		High	Quarterly	Output			
han expenditure, integral to 2020 vision of best London council	% excess weight in children age 10 - 11 years	35.5%	35.6%	35.7%	TBC	TBC		Low	Annual	Outcome	Increase prevalence of long term conditions		
No. in addition 2. Channelle and an annual and annual and annual and annual and annual and annual and annual annual and annual a	Successful completion of alcohol treatment		TBC	60%	TBC	TBC		High	Quarterly	Outcome	Conditions		
bjective 3: Strengthening commissioning and commissioning support – Develop ublic health strategic commissioning (end-to-end) & public health support to	Health Visiting – Percentage of New Birth Reviews within 14 days of birth	N/A	90%	90%	90%	90%	90%	High	Monthly	Outcome	Poor childhood outcomes		
commissioning for health and wellbeing outcomes using a range of specific							_						

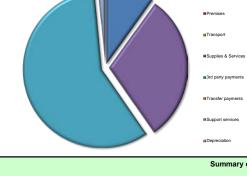
95%

Objective 1: Service tra		East Merton N	Model of Health	and		Chlamydia o	diagnosis	
Wellbeing and Wilson h		campus as blu	eprint for borou	igh-wide		Late diagnosis		
health and care transfor	rmation				Successful	completion of c		t (oniates)
Objective 2: Embeddin wellbeing as relevant ou						no Of Understar		
including establishing h				% NHS heal	th checks uptak	e of those offe	ered service	
than expenditure, integr			% exces	s weight in child	ren age 10 - 1	11 years		
					Succes	sful completion	of alcohol trea	atment
Objective 3: Strengther public health strategic c commissioning for healt	commissioning (end-to th and wellbeing outco	to	Health Visiting -	days of	birth			
purposefully chosen col	llaborative commission	ning approache	ent and	% of participation	n in National Ch Sep - /		ent Progran	
DEPARTMENTAL BUDGE	T AND RESOURCES					(5-4	g/	
<u> </u>	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	
DEPARTMENTAL BUDGE	Final Budget					Budget	Budget	
DEPARTMENTAL BUDGE Revenue £'000s Expenditure Employees	Final Budget 2015/16	2015/16	2016/17	2017/18	2018/19	Budget 2019/20	Budget 2020/21	
DEPARTMENTAL BUDGE Revenue £'000s Expenditure Employees Premises	Final Budget 2015/16 11,536	2015/16 10,926 1,044 1	2016/17 11,897	2017/18 10,964 1,080 2	2018/19 10,964	Budget 2019/20 10,964	Budget 2020/21 10,964	
DEPARTMENTAL BUDGE Revenue £'000s Expenditure Employees Premises Transport	Final Budget 2015/16 11,536 1,133 2 2	2015/16 10,926 1,044 1 2	2016/17 11,897 1,090 2 2	2017/18 10,964 1,080 2 2	2018/19 10,964 1,080 2 2	Budget 2019/20 10,964 1,080 2 2	Budget 2020/21 10,964 1,080 2 2	
DEPARTMENTAL BUDGE Revenue £'000s Expenditure Employees Premises Transport Supplies & Services	Final Budget 2015/16 11,536 1,133 2 2 5,019	2015/16 10,926 1,044 1 2 4,544	2016/17 11,897 1,090 2 2 2 3,750	2017/18 10,964 1,080 2 2 2 3,339	2018/19 10,964 1,080 2 2 2 3,339	Budget 2019/20 10,964 1,080 2 2 2 3,339	Budget 2020/21 10,964 1,080 2 2 2 3,339	
Revenue £'000s Expenditure Employees Premises Transport Supplies & Services Trd party payments	Final Budget 2015/16 11,536 1,133 2 2	2015/16 10,926 1,044 1 2 4,544 5,156	2016/17 11,897 1,090 2 2	2017/18 10,964 1,080 2 2	2018/19 10,964 1,080 2 2	Budget 2019/20 10,964 1,080 2 2	Budget 2020/21 10,964 1,080 2 2	
DEPARTMENTAL BUDGE Revenue £'000s Expenditure Employees Premises Transport Supplies & Services 8rd party payments Transfer payments	Final Budget 2015/16 11,536 1,133 2 2 2 5,019 5,208	2015/16 10,926 1,044 1 2 4,544 5,156	2016/17 11,897 1,090 2 2 2 3,750 6,886 0	2017/18 10,964 1,080 2 2 2 3,339 6,374	2018/19 10,964 1,080 2 2 2 3,339 6,374 0	Budget 2019/20 10,964 1,080 2 2 3,339 6,374	Budget 2020/21 10,964 1,080 2 2 2 3,339 6,374	
DEPARTMENTAL BUDGE Revenue £'000s Expenditure Employees Premises Transport Supplies & Services dr party payments Transfer payments Support services	Final Budget 2015/16 11,536 1,133 2 2 2 5,5019 5,208 0 1772	2015/16 10,926 1,044 1 2 4,544 5,156 0 178	2016/17 11,897 1,090 2 2 3,750 6,886 0 167	2017/18 10,964 1,080 2 2 2 3,339 6,374 0 167	2018/19 10,964 1,080 2 2 3,339 6,374 0 167	Budget 2019/20 10,964 1,080 2 2 2 3,339	Budget 2020/21 10,964 1,080 2 2 2 3,339	
Revenue £'000s Expenditure Employees Fransport Supplies & Services dr party payments Fransfer payments Support Supprise Supprises Fransport Supplies & Services Fransport Supplies & Services Fransfer payments Support Services	Final Budget 2015/16 11,536 1,133 2 2 2 5,019 5,208	2015/16 10,926 1,044 1 2 4,544 5,156	2016/17 11,897 1,090 2 2 2 3,750 6,886 0	2017/18 10,964 1,080 2 2 2 3,339 6,374	2018/19 10,964 1,080 2 2 2 3,339 6,374 0	Budget 2019/20 10,964 1,080 2 2 3,339 6,374	Budget 2020/21 10,964 1,080 2 2 2 3,339 6,374	
DEPARTMENTAL BUDGE Revenue £'000s Expenditure Employees Premises Transport Supplies & Services 8rd party payments Transfer payments	Final Budget 2015/16 11,536 1,133 2 2 2 5,5019 5,208 0 1772	2015/16 10,926 1,044 1 2 4,544 5,156 0 178	2016/17 11,897 1,090 2 2 3,750 6,886 0 167	2017/18 10,964 1,080 2 2 2 3,339 6,374 0 167	2018/19 10,964 1,080 2 2 3,339 6,374 0 167	Budget 2019/20 10,964 1,080 2 2 3,339 6,374	Budget 2020/21 10,964 1,080 2 2 2 3,339 6,374	

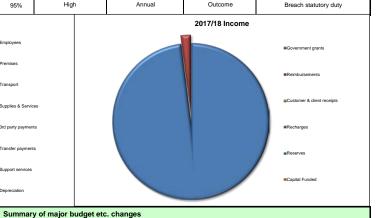
9

Revenue £'000s	2015/16	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Expenditure	11,536	10,926	11,897	10,964	10,964	10,964	10,964
Employees	1,133	1,044	1,090	1,080	1,080	1,080	1,080
Premises	2	1	2	2	2	2	2
Transport	2	2	2	2	2	2	2
Supplies & Services	5,019	4,544	3,750	3,339	3,339	3,339	3,339
Brd party payments	5,208	5,156	6,886	6,374	6,374	6,374	6,374
Transfer payments	0	0	0	0	0	0	0
Support services	172	178	167	167	167	167	167
Depreciation	0	0	0	0	0	0	0
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Income	11,069	10,458	11,481	10,948	10,948	10,948	10,948
Government grants	10,712	10,071	11,181	10,727	10,727	10,727	10,727
Reimbursements	356	388	300	221	221	221	221
Customer & client receipts	0	0	0	0	0	0	
Recharges	0	0	0	0	0	0	
Reserves	0	0	0	0	0	0	
Capital Funded	0	0	0	0	0	0	
Council Funded Net Budget	467	467	416	16	16	16	16





2017/18 Expenditure



### 2017/18

Funding for PH will continue to be allocated through the ring-fenced grant. Following a national decision to reduce the total PH grant the a 2.5% cut is required in 2017/18. That means the national PH Grant is £10.7m in 2017/18. In addition the Council's medium term financial strategy has committed PH to transfer recurrently £400k to CSF and £600k to C&H. This reduces the budget available for PH to £9.7m.

For 2017/18 there is a total of £870k required savings.

95%

95%

The approach to savings will be to minimise the negative impact from shrinking resources on population health, protection of vulnerable residents and reduction of inequalities, and to avoid savings



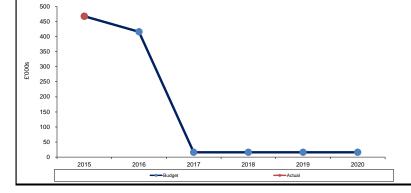


Q: this was the text from last year -are we expecting additional 2.6% national cut in 18/19?: Dependent on Government grant, exact figures to be confirmed (CSR in Nov 2015 announced: Ring Fence removed; from 2018/19 Recurrent 6.2% savings (2015/16) plus 2.2% in 2016/17 plus 2.5% in 2017/18 plus additional 2.6% in 2018/19)

#### 2019/20

From 2019/20 the national public health grant will end and funding will be via local business rates. Work is underway at national, regional and local levels to understand the implications of this change on the PH budget.

Public Health budget wil be funded from local business rates.



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

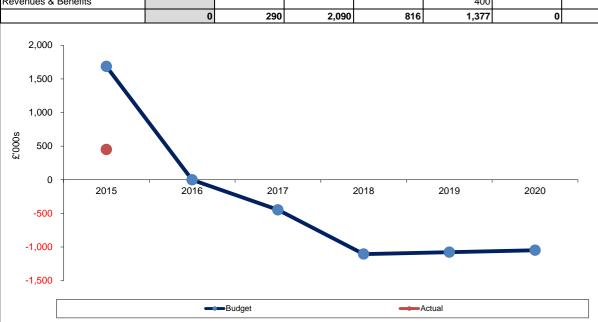
# **Corporate Services**

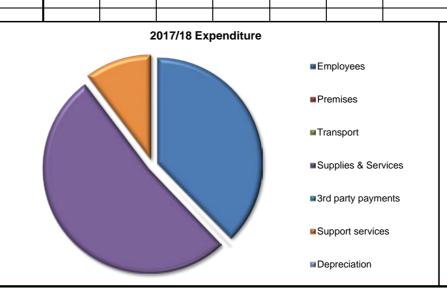
Business Improvement				Pl	nning Assur	mptions				,	The Corporate strategies your
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance	Anticipated demand	201	5/16	201	6/17	201	7/18	2018/19	2019/20	2020/21	service contributes to
Enter a brief description of your main activities and objectives below	Core service request (days)	40	23	3	555	3	355	3355	3355	1355	Customer Contact Strategy
	Non Core service requests (days)	16	20	1-	150	1-	450	1350	1350	1350	IT Strategy and Implementation Plan
- Operate as a Centre of Excellence for Project and Programme Management (PPM), raising	Support for continuous/business improvement (days)	81	80	8	80	8	80	880	880	880	Information Management Strategy
the capacity of the organisation to consistently plan and deliver projects/programmes successfully.	Project/Programmes	21 1	FTE	19	FTE	11	FTE	0 FTE	0 FTE	0 FTE	
- Support DMTs to embed a culture of continuous business improvement within the											
organisation through the provision of tools, techniques, advice and support – including but not limited to lean.	Anticipated non financial resources	201	5/16	201	6/17	201	17/18	2018/19	2019/20	2020/21	
- Manage and deliver adhoc Projects and Programmes of work at the direction of CMT and	Staff -Management & Programme Office (FTE)	6.	46		6	;	3.5	2.5	2.5	2.5	
Merton Improvement Board.	Staff - Business Systems Team (FTE)	2	25		23		21	21	21	21	
- Through the Programme Management Office (PMO), ensure that the corporate improvement portfolio is directed and monitored through DMTs, MIB and CMT so that resources,	Staff - Programmes and projects (fixed term)	2	1.1		9		11	6	6	6	
dependencies, risks and issues are managed effectively and benefits – aligned to											
organisational objectives (especially LBC 2020) are realised.		Performance Target		ets (T) & Provisional Perfo		erformance Targets (P)					Made Income of Miles Designed as a set
	Performance indicator			. ,			. ,	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
- Ensure change is effectively managed across the organisation and strong change	Performance indicator			. ,			2019/20(P)	Polarity	Reporting cycle	Indicator type	main impact if indicator not met
	Performance indicator  Systems availability			. ,			. ,	<b>Polarity</b> High	Reporting cycle  Monthly	Indicator type  Business critical	• • • • • • • • • • • • • • • • • • •
Ensure change is effectively managed across the organisation and strong change management principles and methodologies are embedded within improvement projects and programmes.      Work with businesses and I&T to establish – under the direction of CMT – the strategy for IT,		2015/16(T)	2016/17(T)	2017/18(P)	2018/19(P)	2020/21(P)	2019/20(P)				met
Ensure change is effectively managed across the organisation and strong change management principles and methodologies are embedded within improvement projects and programmes.     Work with businesses and I&T to establish – under the direction of CMT – the strategy for IT, an associated implementation plan and manage its delivery.	Systems availability	2015/16(T) 97%	2016/17(T) 98%	2017/18(P) 99%	2018/19(P) 99%	2020/21(P) 99%	2019/20(P) 99%	High	Monthly	Business critical	met  Reduced service delivery
Ensure change is effectively managed across the organisation and strong change management principles and methodologies are embedded within improvement projects and programmes.      Work with businesses and I&T to establish – under the direction of CMT – the strategy for IT, an associated implementation plan and manage its delivery.      Lead and coordinate the Technical Design Authority (TDA), ensuring the organisation takes a coordinated and planned approach to systems implementation that complies with and drives	Systems availability	2015/16(T) 97%	2016/17(T) 98%	2017/18(P) 99%	2018/19(P) 99%	2020/21(P) 99%	2019/20(P) 99%	High	Monthly	Business critical	met  Reduced service delivery
Ensure change is effectively managed across the organisation and strong change management principles and methodologies are embedded within improvement projects and programmes.     Work with businesses and I&T to establish – under the direction of CMT – the strategy for IT, an associated implementation plan and manage its delivery.     Lead and coordinate the Technical Design Authority (TDA), ensuring the organisation takes a coordinated and planned approach to systems implementation that complies with and drives agreed corporate strategy, standards and supportability.	Systems availability	2015/16(T) 97%	2016/17(T) 98%	2017/18(P) 99%	2018/19(P) 99%	2020/21(P) 99%	2019/20(P) 99%	High	Monthly	Business critical	met  Reduced service delivery
- Ensure change is effectively managed across the organisation and strong change management principles and methodologies are embedded within improvement projects and programmes.  - Work with businesses and I&T to establish – under the direction of CMT – the strategy for IT, an associated implementation plan and manage its delivery.  - Lead and coordinate the Technical Design Authority (TDA), ensuring the organisation takes a coordinated and planned approach to systems implementation that complies with and drives agreed corporate strategy, standards and supportability.  - Proactively advise businesses of opportunities to exploit emerging technologies and to	Systems availability	2015/16(T) 97%	2016/17(T) 98%	2017/18(P) 99%	2018/19(P) 99%	2020/21(P) 99%	2019/20(P) 99%	High	Monthly	Business critical	met  Reduced service delivery
Ensure change is effectively managed across the organisation and strong change management principles and methodologies are embedded within improvement projects and programmes.     Work with businesses and I&T to establish – under the direction of CMT – the strategy for IT, an associated implementation plan and manage its delivery.     Lead and coordinate the Technical Design Authority (TDA), ensuring the organisation takes a coordinated and planned approach to systems implementation that complies with and drives agreed corporate strategy, standards and supportability.	Systems availability	2015/16(T) 97%	2016/17(T) 98%	2017/18(P) 99%	2018/19(P) 99%	2020/21(P) 99%	2019/20(P) 99%	High	Monthly	Business critical	met  Reduced service delivery

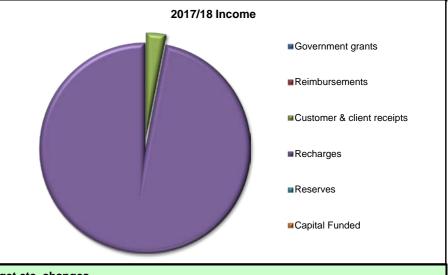
	DE	PARTMENTAL	BUDGET AND I	RESOURCES			
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	4,689	5,021	3,712	3,266	2,609	2,637	2,666
Employees	2,933	3,069	2,363	1,231	1,229	1,242	1,256
Premises		1	0	2	2	2	2
Transport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

including upgrades, housekeeping, periodic scheduled tasks and batch processing, thus sustaining business continuity: availability, performance, and capability of the systems.

Council Funded Net Budget	1,685	450	(0)	(447)	(1,104)	(1,075)	(1,047)
Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Document management system			740				
Plan Web/Capita Housing				100	42		
Customer contact programme		99	686				
Protective Marking		0	81				
Replace Social Care System		191	563	426	350		
Electronic Asset Management			21	250	75		
Public Protection & Map Info Systems				40	510		
Revenues & Benefits					400		
	0	290	2.090	816	1.377	0	0







Summary of major budget etc. changes 2017/18

2018/19

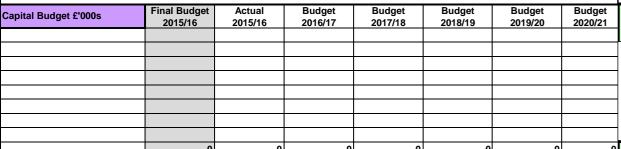
Reorganisation of systems development and support arrangements CS63 £74k. CSD42 Restructure functions, delete 1 AD and other elements of management 170k CS2015-08 Staffing support savings 13k

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

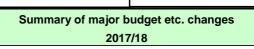
2019/20

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Business Improv		APPE	NDIX 6				
	PROJECT DESCRIPTION MAJOR PROJECT BENEFIT  Project 1 Project Title: Customer Contact programme Improved customer experience									
Pro	oject 1	Project Title:	Customer Contact programme	Improved customer experience	Likelihood	impact	Score			
Start date	01/04/2013	Project Details:	Lead and deliver CC programme; to deliver improvements (technology and service redesign) set out in CC Strategy.	The programme is part of the move to a 21st Century organisation, with technology that supports a more comprehensive and cohesive service to customers and recognises the new, modern ways in which they wish to access services. Through channel shift and a reduction in avoidable contact/failure demand we expect the programme to support and enable the achievement of savings and efficiencies within individual services.	2	2	4			
Pro	oject 2	Project Title:	Electronic document and records management system	Improved efficiency (savings)						
Start date	01/04/2013	Project Details:	Procure and implement a replacement EDRMS to support and enable flexible/remote working and Customer Contact.							
End date	31/07/2017									
Pro	oject 3	Project Title:	Social Care Information System	Improved efficiency (savings)						
Start date	01/06/2014	Project Details:	Procure and implement a Social Care Information system to support adults social and children and families integrated care.	A fit for purpose system that supports efficient business practices and care management now and into the future	1	3	3			
End date	31/06/2017		Tarrilles integrated care.	ine ratare						
Pro	oject 4	Project Title:	SCIS Phase 2	Improved efficiency (savings)						
Start date	01/06/2017	Project Details:	Expand the new SCIS solution into other business areas and develop integration with EDRMS and Customer Contact solutions.	A fit for purpose system that supports efficient business practices and care management now and into the future	2	3	6			
End date	31/09/2018		Customer Contact solutions.	the future						
Pro	oject 5	Project Title:	EAMS	Improved efficiency (savings)						
Start date	01/01/2017	Project Details:	Reprocure and implement the council's Asset Management solution and ensure end-to-end channel	A fit for purpose system that supports channel shift and end-to-end process improvement	1	2	2			
Erron date	00 100 date   31/06/17		shift is achieved.							
	oject 6	Project Title:	MADI	Improved effectiveness						
Standate	01/07/2015	Project Details:	Cleansing and geocoding the council's geospatial data and establishing arrangements for the ongoing maintenance of data.	Customers can access and interact with geospatial data to achieve online reporting.	1	2	2			
End date	31/06/2017									
Pro	oject 7	Project Title:								
Start date		Project Details:					0			
End date										
Pro	oject 8	Project Title:		Select one major benefit	<u> </u>					
Start date		· Project Details:					0			
End date										
Pro	oject 9	Project Title:		Select one major benefit	<u> </u>					
Start date		· Project Details:					0			
End date		i iojout Dutaiis.								
Pro	oject 10	Project Title:		Select one major benefit						
Start date		Project Details:					0			
End date		r roject Details.								

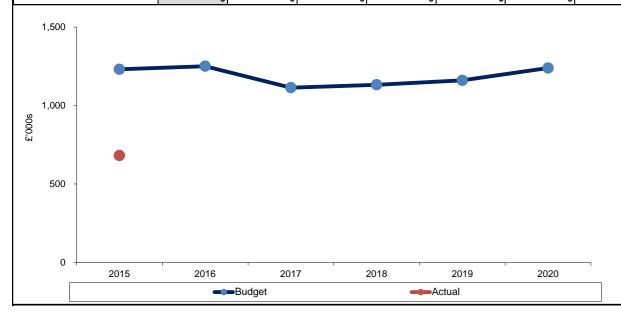
																	Δ	APPENDIX 6
	Corporate G	overnance						The Corporate strategies your										
Cllr Mark Allison:	Deputy Leader	& Cabinet Meml	ber for Finance			Anticipated	d demand		201	5/16	20	16/17	201	7/18	2018/19	2019/20	2020/21	service contributes to
Enter a brief descrip	otion of your ma	in activities and	l objectives bel	ow		Resid	ents		211	,569	21	4,229	216	3,806				Information Governance Policy
Corporate Governance is made up	p of 7 core servic	es:				Offic	ers		1			1		1				Equality Strategy
Information Governance - manage	es complaints, MI	P & Member enq				Counc	illors		60			60		60				Risk Management Strategy
requests, ensuring organisational agenda, including maintaining the					Elections										1		1	Procurement Strategy
function.	F ublication Scre	errie. Also provid	es the Local Lai	id Charges	Anticipated non financial resources				201	5/16	20	2016/17		7/18	2018/19	2019/20	2020/21	
			0 ""		Staff (FTF)				39	0.05	30.7 (exc	I. Invest&audit	2	9.7	29.7	29.7		
<u>Democracy Services</u> - maintains in & ensures council has robust deci			port to Councillo	ors and Mayor	Staff - Election				8	00	`	300	8	00				
d ensures council has robust deci						Staff - C	Canvas		1	50		150	1	50				
Electoral Services - maintains reg																		
electoral registration, administers reviews.	y & electoral		Performance Targets (T) & Provisional Perfor			ormance Tar	aets (P)				Main impact if indicator not							
reviews.			Performance	e indicator		2015/16(T)	2016/17(T)				, ,	Polarity	Reporting cycle	Indicator type	met			
There is also the shared <u>Legal ser</u>	h has its own	Audit actions implemented by agreed date			90%	90%	90%	,		_======================================	High	Quarterly	Business critical	Increased fraud				
Service Plan.	F	A	Audits complete	ed against plan		90%	90%	90%				High	Quarterly	Business critical	Increased fraud			
Corporate Governance attends the	ichmond and	Complaints - dealt with in time			90%	90%	85%				High	Monthly	Perception	Reduced customer service				
Wandsworth							essed to stage 2		9%	9%	9%				High	Quarterly	Perception	Reduced customer service
Internal Audit and Investigations-	d under			ealt with in time		90%	90%	85%				High	Monthly	Perception	Reduced customer service			
SWI FP and Internal Audit by SWI	LAP (covering Ma	erton Kingston a	nd Richmond- &	Sutton from	Numbe	er of supplemen	itary agendas issi	ued	24	22	20	18	16	14	Low	Quarterly	Perception	Government intervention
1st April 2016) They provide indep internal control processes and frai	pendent, objective ud risks including	e appraisal of risl unlanned & unnla	k management, Inned audits Inv	governance & -			nts answered in ti		90%	90%	90%	10	10	1-7	High	Monthly	Quality	Rework
allegations of poor control and cor	nflicts of interest.	Co-ordinates the	Annual Govern	ance			partially or fully u		N/A	40%	TBC				Low	Quarterly	Perception	Government intervention
Statement. Reviews and updates	anti fraud polices	s. Reports poor p	ractice/weak cor	ntrols to	% of FOI refusal notices not upheld at rev			<u>.                                      </u>	N/A	4%	TBC				Low	Quarterly	Perception	Government intervention
	DE	EPARTMENTAL	BUDGET AND	RESOURCES	,,,,,,							1		1			· ·	
Davis and Sloop	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget			:	2017/18 Ex	penditure					2017/18 Income	
Revenue £'000s	2015/16	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21											
Expenditure	3,828	3,569	3,224	3,087	3,106	3,134	3,212		_				<b>■</b> Eı	mployees				■Government grants
Employees	1,912	, -	1,320	1,211	1,205	1,260	1,314											-
Premises	7	15	1	1	1	1	1						■Pi	remises				
Transport Supplies & Services	21 1.325		19 1.084	1.088	21 1.104	22 1.070												■ Reimbursements
3rd party payments	239	, -	493	460	468	475.15							a.Tr	ansport				
Support services	324		307	307	307	307	100							анэрон				■Customer & client receipts
Depreciation									J									·
Revenue £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget						■Sı	upplies & Serv	ices			-B .
Income U	2015/16 2,597	2015/16 2,887	2016/17	2017/18 1,973	2018/19 1.973	2019/20 1,973	2020/21 1,973										■Recharges	
Government grants	2,397	286	1,973	1,973	1,973	1,973	1,973		■3rd par			d party payme	nts					
Reimburgements	163	284	0															■Reserves
Custom & client receipts								<b>■</b> S₁	upport services	,								
Recharges	1,886	1,917	1,973	1,973	1,973	1,973	1,973						<b>4</b> 0	appoit service	'			
Reserves												10						■Capital Funded
Capital Funded Council Funded Net Budget	1,231	682	1,251	1,114	1.132	1,161	1,239						■ D	epreciation				
Soundi Funded Net Budget	, , , , , , , , , , , , , , , , , , ,		, -			,												
Capital Budget £'000s	Final Budget	Actual 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21							Summary	of major budget et	c. changes		



CSD43 Share FOI and information governance policy £40k CSD45 Share audit and investigation service 20k CS2015-13 Shared Investigation Service 40k CS2015-14 Shared audit service 33k



2018/19



CSD43 Share FOI and Information Governance policy 10k CS2015-06 Delete auditor post and fees 50k

2019/20

CS2016 -03 Reduction in supplies and services £50k

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

																APPENDIX 6
				Anticipated				The Corporate strategies your								
Cllr Mark Allisor							2015		2016/17	2017/18	2018/19	2019/20	2020/21	service contributes to		
Enter a brief descr	ription of your m	ain activities and	d objectives be	low	Ber	nefit/Council Tax	support claima	ants	16.0	000	15,400	14,500	14,000	14,000	13,000	Channel migration
						Telephon	e callers		600,	000	500,000	450,000	400,000	375,000	350,000	Customer Contact Strategy
There are 5 core services:						Face to face	customers		90,0	000	85,000	80,000	70,000	65,000	60,000	Medium term Financial Strategy
Local Taxation - responsible	o for Council Tay	9 Pusiness Date	os collection ar	nd Dobt		Council tax properties			83,0	000	83,500	84,000	85,000	86,000	86,500	
Recovery.	e ioi Couricii Tax	& Dusiness Nau	es conection ai	iu Debi	Ant	icipated non fir	nancial resour	ces	2015	5/16	2016/17	2017/18	2018/19	2019/20	2020/21	
Housing Benefit - responsib		ing housing and	council tax ber	nefit schemes		Staff (I	FTE)		148	3.3	134	133	133	125	120	
& identification and preventio Merton Link - first point of co		ouncil ouctomore	9 vioitoro thro	ough oither												
face to face or via telephone	- also provide Tr	anslation Service	es & Concession	onary Travel												
Schemes;	·			•												
Registrars - responsible for i		ths & deaths, ma	arriages & civil	partnerships,		Dorformone	a indicator		Perfor	mance Targ	ets (T) & Provisional Pe	erformance Targets (P)	Delevity	Departing evals	Indicator tuna	Main impact if indicator not
citizenship ceremonies & nati Bailiffs - collection of outstar		a charad carvio	o hotwoon Sutt	ton & Morton		Performance	e indicator		2015/16(T)	2016/17(T)	<b>2017/18(P)</b> 2018/19(	P) 2019/20(P) 2020/21	(P) Polarity	Reporting cycle	Indicator type	met
for all areas especially counc			e between Sutt	OII & MEITOII	% of Merton Ba	ailiff files paid in	_ \	g & misc debt)		58%	<b>58%</b> 58%	58% 58%		Monthly	Outcome	Loss of income
Front line service for Unive	ersal Credit - loc	al authorities will	l be responsible	e for		Business Rat			97.50%	97.50%	<b>97.50%</b> 97.50%			Monthly	Business critical	Loss of income
delivering front line services f					<b> </b>	Council Tax First contact			97.25% 65%	97.25% 70%	<b>97.25</b> % 97.25% <b>75</b> % 75%	97.25% 97.25 75% 75%		Monthly Monthly	Business critical Perception	Loss of income  Reduced customer service
access on-line. It is anticipate					Event inc	ome (Marriages		hins etc.)	400,000	415,000	<b>425,000</b> 440,000			Monthly	Business critical	Loss of income
this service plan period but descheme and the continual de						of on-line transac			60%	60%	<b>62%</b> 63%	64% 65%		Monthly	Business critical	Reduced customer service
out of Universal Credit will im						stomer satisfacti			N/A	TBC	TBC TBC	TBC TBC		Monthly	Perception	Reduced uptake of service
23. 5. 5voidai didak will lill		= 0110111 0030	and work			aken to process			11 days	11 days	10 days 9 days	8 days 8 day		Monthly	Business critical	Customer hardship
					Time take	n to process nev	w Housing Ben	etit claims	21 days	21 days	<b>16 days</b> 15 days	14 days 14 day	s Low	Monthly	Business critical	Customer hardship
		EDADTMENT!	DUDGET AVE	DECOURAGE									<u> </u>			
		EPARTMENTAL		1	T					2	017/18 Expenditure	•			2017/18 Income	
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21									
Expenditure												■Employees				■Government grants
Employees	9,111	,														
Premises	5,140 30											■Premises				
Transport	69														A	■ Reimbursements
Supplies & Services	1,571											T-manual				
3rd party payments	434	312	425	5 431			420		//			■Transport				<b>A</b>
Transfer Payments	81							- /								■Customer & client receipts
Support services	1,785	1,551	2,410	2,410	2,410	2,410	2,410					■Supplies & Se	vices			
Depreciation			0	1 0	)	<del></del>	++									
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	Ĭ				■3rd party payn	ents			■Recharges
Income	6,676							1								
Government grants	1,449											■Transfer Payn	ents			Reserves
Reiments	930															Reserves
Customer & client receipts	2,333	2,152	2,228	3 2,293	2,293	2,323	3 2,323					Cupport consis				
Recharges	1,964	1,913	2,283	3 2,283	2,283	2,283	3 2,283					■Support service	es			■Capital Funded
Reserves																■Capital Funded
Capit Tunded  Council Funded Net Budget	2 //35	1 772	2 492	2 2 3 1 7	2 244	2 26/	1 23/1					■Depreciation				
Oddien Funded Net Budget	2,435	1,772	2,482	2 2,317	2,344	2,264	2,341									
Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21					Sumn	ary of major budge	t etc. changes		
	2015/16	2013/16	2010/17	2017/16	2010/19	2019/20	2020/21						2017/18			
				+		<del></del>	<del>                                     </del>	CCCO Deleti	ion of Appint	ant Directo	ar neet C100k		2017/10			
				+	<del>                                     </del>	<del>                                     </del>	+				or post £109k	e and reduce designe	r coete 72k			
							+	CS2015-04	Incresse in	ng buugel, renistrars'	, increase sell servic	and reduce designe	COSIS / JK			
				+	<del>                                     </del>	<del>                                     </del>	+	002010-04	moreast III	regioliais	IIIOUIIIG ZJR					
				+	1	<del></del>	+									
				<del>                                     </del>	<del>                                     </del>	<del></del>	+									
	0	0	0	0	0	0	0						2018/19			
0.000								CSD19 My	Merton savi	ngs 49k						
3,000																
2.500																
2,500 -				_												
2,000 -																
σ 2,000													2019/20			
00								CS2016-02	Restructure	of Housin	a Benefits section d	ue to roll out of Univer	sal Credit £66k			
1,500								CS2016-04	Increase in	come throu	igh Registrars service	e £15K	oar Groan 2001			
1,000											ugh translations £15					
											cy savings £30k					
1,000 -									7 Cash Colle							
1,000								002010 07	Cuon Conc	otion read	action 200K					
													2020/21			
500 -													2020/21			
0	-					-	—									
2015	2016	201	7	2018	2019	2020										
	_	<b>─</b> Budget		-	Actual											

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

#### **APPENDIX 6**

																	Α	PPENDIX 6
	Human Re							Planning Assumptions										The Corporate strategies your
Cllr Mark Allison						Anticipated				5/16	201		017/18	2018		2019/20	2020/21	service contributes to
Enter a brief descri					Employees in N	Merton for HR, p New recruits to		L&D, EAP etc.		400 60	4,4		4.200 150	4.00				Workforce Strategy Economic Development Strategy
1) Support effective people in development of a workforce s	nanagement acr strategy/TOM pe	oss the organis cople laver	sation through			lew Apprentices		nd .	10	60		60	33	1				Economic Development Strategy
Support effective people in development of a workforce :     Implement and maintain e	fficient HR trans	actions for recr	uitment, induct	ion,		icipated non fir			201	5/16	201	6/17 2	017/18	2018		2019/20	2020/21	
employee data, payroll, perfedevelopment	ormance manag	ement, apprais	sal, learning and	d !	And	Staff (		ices	201	0/10			TBC	TB		2013/20	2020/21	
Provide HR business partir     Produce HR metrics, analy	ner support acro	ss the Council				(								_				
5) Produce HR metrics, analy	yse people-relate	ed problems an	nd take appropr o support effec	riate actions														
management	•	•	o oupport onco	о розр.о														
6) Support and develop capa	acity building in N	viembers				Performanc	e indicator					isional Performance T		Pola	ritv	Reporting cycle	Indicator type	Main impact if indicator not
						T'	. 1.1					2018/19(P) 2019/20(	P) 2020/21(P)		-			met
					No. of worki	Time to ng days lost to s		ding schools	90	90	88	86 7		Lov		Monthly Monthly	Outcome Outcome	Increased costs Increased costs
					NO. OF WORKI	% Appraisals		uling scribbis	98%	98%	98%	98%	+	High		Annual	Outcome	Poor decision making
					<u> </u>	% Members L8			83%	83%	83%	83%		Hig		Quarterly	Outcome	Poor decision making
														Ť				Ť
				!														
				!														
				!	<u> </u>													
			DUD C T	DE0011-					<u> </u>					Ь,				
		PARTMENTAL			Dudget	Dda-4	Dudast			2	2017/18 Ex <sub>l</sub>	oenditure					2017/18 Income	
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21											
Expenditure	3,199	3,252	3,285		2,530	2,561							■Employees					■Government grants
Employees	2,380	2,315	2,372	1,978	1,545	1,568	1,590											-
Premises Transport	15		15 0			48 -3							■Premises					■ Reimbursements
Supplies & Services	234	206	207	226	179	182	185											■ izemingisements
3rd party payments	263	324				298							■Transport					
Support services  Depreciation	303	361	467	467	467	467	467											■Customer & client receipts
Revenue £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget						■Supplies & Service	es				
	2015/16	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21											■Recharges
Government grants	<b>3,164</b>	<b>3,570</b> 13	3,284	3,333	3,486	3,486	3,486						■3rd party paymen	ts				
Government grants Reimby Sements Customp & client receipts	20	83				79										V		■Reserves
Customac & client receipts  Recharges	569 2,562	555 2,919	569 2,695			712 2,695							■Support services					
Reserve <del>s \</del>	2,362	2,919	2,095	2,095	2,095	2,095	2,090											■Capital Funded
Capital ded			_			_							■Depreciation					
Council Nunded Net Budget	35		1	(329)	(956)	(925)	(895)											
Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19													
	2013/10	2010/10	ZV10/1/	2011/10	2010/13	231312U	-U2U(21							2017	/18			
								CSD34 L&D	Admin Sun	port 18k								
				<u> </u>				CSD35 L&D										
				<u> </u>	<del>                                     </del>				-									
				<u> </u>	<del>                                     </del>		$\vdash$											
					+		$\vdash$											
					+		$\vdash$											
	0	0	0	0	0	0	0							2018/	/19			
								CS75 Review	v of COT staf	ffing 58k								
200 ]								CSD30 Scho CS48 Furthe	ols COT sup	port (deliver	ry of schools	buy-back service) £19	52k					
								CS46 Fullile	ansactions in	cluding CO	Γ 90k							
2015	2046	2017	7	2018	2019	2020	<u> </u>	CS49 HR Bu	siness Partne	ers - Furthe	r consolidation	on of HR advisory wor	k 140k					
	2016	2017	1 2	2010	2019	2020		CSD17 COT CSD29 Recre			50k							
-200 -								JUDZU INGUI	annon and I		JUN							
S S														2019	/20			
\$000.3 -400 -																		
44																		
-600 -																		
-800 -																		
														2020	/21			
-1,000 -																		
-1,200																		
	_	<b>■</b> Budget		-	Actual													

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM O Human Resources	F 10 OVER THE FOUR YEAR PERIOD	APPE	NDIX 6	
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Likelihood	Risk	Score
Pr	oject 1	Project Title:	Workforce Strategy	Improved staff skills and development	Likeiiiiood	ППрасс	Score
Start date	01/04/2014	Project Details:	Deliver the 5 key strands of the Council's workforce stratgey to support the wider TOM programme for organisational change		3	3	9
End date	31/03/2018		organisational change				
Pr	oject 2	Project Title:	Establishment and workforce	Improved staff skills and development			
Start date	01/04/2015	Project Details:	Embed systems to maintain, monitor and control an accurate establishment and vacancy position across the Council for both permanent and interim staff		3	4	12
End date	31/03/2018						
Pr	oject 3	Project Title:	Review HR policies	Improved effectiveness			
Start date	01/04/2015	Project Details:	Embed a new suite of simplified and business-focussed HR policies, supported by appropriate management development		3	3	9
End date	31/07/2017		management development				
Pr	oject 4	Project Title:	Review and retender key HR contracts	Improved effectiveness			
Start date	30/09/2016	Project Details:	Commission Occupational Health, Agency contract, Eteach and Kingston/Sutton SLA and Schools SLA		3	3	9
End date	30/12/2017						
Pr	oject 5	Project Title:		Select one major benefit			
Start date							0
ည Emodate		Project Details:					Ů
Pr	oject 6	Project Title:		Select one major benefit			
St. St. date							
End date		Project Details:					0
		B : T''					
Pr	oject 7	Project Title:		Select one major benefit			
Start date		Drainat Dataila:					0
End date		Project Details:					
Pr	oject 8	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		Project Details.					
Pr	oject 9	Project Title:	<del> </del>	Select one major benefit			
Start date		Desired D. C.					0
End date		Project Details:					
Pro	oject 10	Project Title:		Improved effectiveness			
Start date		Project Details:					0
End date		r Froject Details:					

Infrastructure and Transactions **Planning Assumptions** servie Report NOIX 2015/16 2016/17 2017/18 2018/19 2019/20 2020/21 Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance Anticipated demand Civic Centre Accommodation Strategy Enter a brief description of your main activities and objectives below Repairs & Maintenance of Corporate Buildings (Revenue) 780,000 740,000 740,000 700,00 700,00 700,00 28.500 28.500 27.800 IT Strategy and Implementation Plan IT Service Calls 27.800 Infrastructure & Transactions Division (I&T) is a support service made up of six functions 25,500 Health & Safety Statutory Inspections 100 100 100 100 100 Risk Management Strategy 100 115,000 110,00 105,00 Transactions requested by departments 120,000 Medium term Financial Strategy 105,00 IT Service Delivery - IT(SD) supports the councils operations by providing IT infrastructure, Number of Client Affairs cases being managed 220 250 250 250 250 Local Plan 250 desktop equipment and associated software. Fixed and mobile telecommunications, Service Procurement Support (Number of projects) Ω 15 20 25 25 25 Procurement Strategy Desk facilities, IT Disaster Recovery and Business Continuity arrangements together with IT 2015/16 2016/17 2017/18 2018/19 2019/20 2020/21 Workforce Strategy Anticipated non financial resources governance and data security FM (FTE) 31.9 30.9 28.9 28.9 28.9 28.9 Facilities Management - FM provides the infrastructure to deliver services through Transactional Services (FTE) 13.3 13.3 14.3 14.3 14.3 14.3 accommodation, building repairs and maintenance for the portfolio of corporate buildings, energy IT Service Delivery (FTE) 32 30 30 30 management and conservation, cleaning, catering, print and post room services, security and 30 30 other associated hard and soft FM services. Safety Services (FTE) 5.5 5.5 4.5 3.5 3.5 3.5 Client Financial Affairs (FTE) Transactional Services - Incorporates Accounts Payable, Accounts Receivable, Carefirst Administration and Vendor Maintenance. Ensuring prompt and accurate payment for all goods and services provided to LBM. Raise and issue invoices promptly and accurately to maximise revenue received. Ensuring that Vendor Maintenance database is controlled, accurate and cleansed, Providing training and support for all users of the systems required for payments or

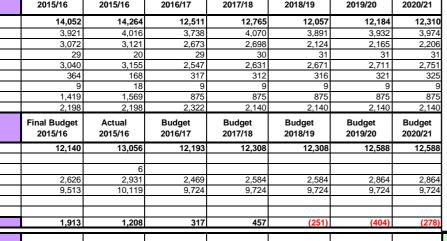
Safety Services - Provides Health and Safety, Emergency Planning and Business Continuity services across the Council as required by duties imposed under the Health and Safety At Work Etc. Act 1974, The Management of Health and Safety At Work Regulations 1999, The Civil Contingencies Act 2004 and all sister regulations.

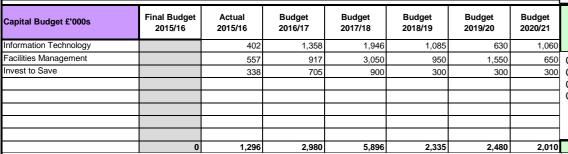
Client Financial Affairs - Act as court appointed deputy's for vulnerable clients who do not have the capacity to make their own decisions or manage their own personal financial affairs. These decisions are for issues involving the person's property, financial affairs and health and welfare working in accordance with the statutory principles set out in the Mental Capacity Act Code of Practice to ensure that they act in the best interests of the person who lacks capacity.

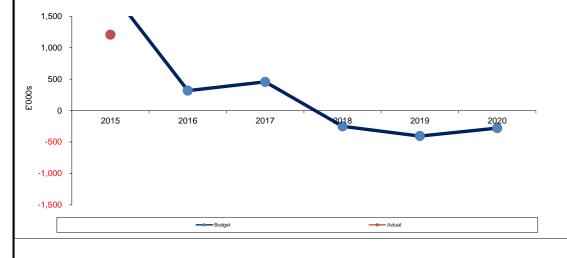
Commercial Services & Procurement - Are the strategic centre of excellence for procurement and contract management, guidance, training and advice including ownership of the Council's Procurement Strategy, involvement in key tender processes, identification of savings opportunities and commercial benefits, compliance with EU and UK procurement legislation, benchmarking and best practice and ownership of the contracts register.

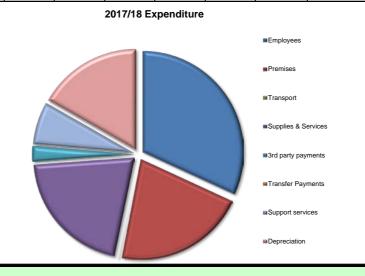
Commercial Services & Procurement (FTE)		5		5		5	5	5	5	
Management		2		2		2	2	2	2	
Performance indicator	Perfor	mance Targ	ets (T) & Pro	visional Perf	ormance Tar	gets (P)	Polarity	Departing avale	Indicator type	Main impact if indicator not
Performance indicator	2015/16(T)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)	Polarity	Reporting cycle	indicator type	met
Customer Satisfaction - IT incident resolution	90%	90%	90%	90%	90%		High	Monthly	Outcome	Reduced customer service
First time fix rate for IT Service Desk	68%	70%	72%	75%	75%		High	Monthly	Outcome	Reduced service delivery
Health and Safety workplace inspections completed on time	60	60	60	50	50	50	High	Quarterly	Outcome	Breach statutory duty
Income - External Fees	270,000	285,000	320,000	320,000	320,000		High	Quarterly	Output	Loss of income
Invoices paid within 30 days from invoice date	95%	95%	95%	95%	95%		High	Monthly	Business critical	Reduced service delivery
Invoices paid within 30 days of receipt by LBM	95%	95%	95%	95%	95%		High	Monthly	Business critical	Reduced service delivery
Number of staff working from Civic Centre	1,400	1,400	1,400	1,400	1,400		High	Quarterly	Outcome	Underused resource
Repairs & Maintenance ratio of Reactive to Planned	30/70	30/70	30/70	30/70	30/70	30/70	High	Annual	Outcome	Increased costs
New referrals processed within 21 days	90%	92%	93%	94%	95%		High	Monthly	Outcome	Reduced customer service
Client Post Office voucher acc't balance falls below £2.5K	0	0	0	0	0		Low	Monthly	Outcome	Customer hardship
% of influencible spend published on contracts register	0	0	70%	85%	95%	100%	High	Quarterly	Outcome	Reputational risk
% of suppliers accounting for the 20% of influencible spend	0	0	70%	60%	50%	40%	Low	Biennial	Output	Increased costs
CO2 emissions from corporate buildings (tonnes)	3,900	8045.36					Low	Annual	Output	Environmental issues

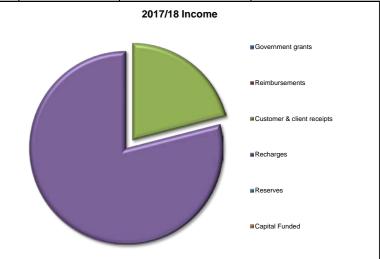
	DEPARTMENTAL BUDGET AND RESOURCES													
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21							
Expenditure	14,052	14,264	12,511	12,765	12,057	12,184	12,310							
Employees	3,921	4,016	3,738	4,070	3,891	3,932	3,974							
Premises	3,072	3,121	2,673	2,698	2,124	2,165	2,206							
Transport	29	20	29	30	31	31	31							
Supplies & Services	3,040	3,155	2,547	2,631	2,671	2,711	2,751							
3rd party payments	364	168	317	312	316	321	325							
Transfer Payments	9	18	9	9	9	9	9							
Support services	1,419	1,569	875	875	875	875	875							
Depreciation	2,198	2,198	2,322	2,140	2,140	2,140	2,140							
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21							
Income	12,140	13,056	12,193	12,308	12,308	12,588	12,588							
Government grants														
Reimbursements		6												
Customer & client receipts	2,626	2,931	2,469	2,584	2,584	2,864	2,864							
Recharges	9,513	10,119	9,724	9,724	9,724	9,724	9,724							
Reserves														
Capital Funded														
Council Funded Net Budget	1,913	1,208	317	457	(251)	(404)	(278)							











#### Summary of major budget etc. changes 2017/18

CS70 Apply admin charge to customer requesting hard copy paper invoice 35k

CS71 Deletion of two posts 42k (deferred by 6 months)

CS72 Consolidation of budgets 34k

CS2015-09 Restructure of Safety Services and Emergency Planning 18k



CS71 Deletion of two posts 43k (deferred by 6 months)

CSD2 Energy savings 150k

CS2015-03 Restructure of Transactional Services team 100k

CS2015-09 Restructure of Safety Services and Emergency Planning 30k CS2015-10 Facilities Management - Energy 'Invest to Save' Initiatives 465K

CSD7 Restructure Print and Post service and delete two posts 47k

#### 2019/20

CS2016-08 Income from letting two floors vacant space in Civic Centre £280k

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

Cili Mark Allison. Deputy Leader & Cabinet Member 101 Tillance
Enter a brief description of your main activities and objectives below
Resources is made up of five major areas of activity:
Assume and a support of increase in a solid project to officers and Mambara an

Resources

Accountancy - manage financial health of the council through advice & support to officers and Members, production of council's financial accounts, revenue & budget setting, profiling and reporting & monitoring. Over the next four years we will transform by improving use of technology /reviewing processes /how information is stored in our financial systems.

Business planning - manage Financial Strategy & Capital Strategy/Monitoring, Financial Systems Liaison & Development, Business & Service Planning, Performance Management (PM) & Risk Management, developing key business metrics to help services transform & facilitate multi-year planning, target resources, manage risk & integrate financial, business & performance information. Over the next four years we will improve robustness of our systems & projections, challenge services to improve their performance management to facilitate transformation, data quality and risk management

<u>Commercial & procurement</u> - The purpose of the Commercial Services and Procurement team is to be a strategic centre of excellence for procurement and contract management, guidance, training and advice including ownership of the Council's Procurement Strategy, involvement in key tender processes, identification of savings opportunities and commercial benefits, compliance with EU and UK procurement legislation, benchmarking and best practice and ownership of the contracts register.

<u>Policy and strategy</u> - coordinate corporate strategy & policy; ensure effective & high-quality policy development across the council; promote a positive relationship with the voluntary and community sector; ensure the council meets its responsibilities under equalities & community cohesion policy; lead on effective partnership working by managing the local strategic partnership, including leading on the Stronger Communities agenda and delivery of the Sustainable Community Strategy; and provide a secretariat function for CMT and LSG.

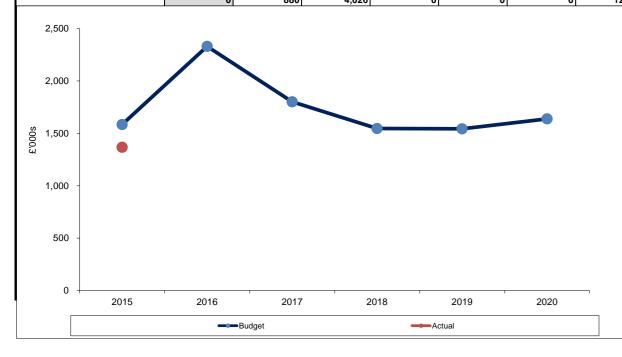
 $\underline{\textbf{Treasury and pensions}} \text{ - to manage the Council's treasury (including the day to day cashflow, banking}$ 

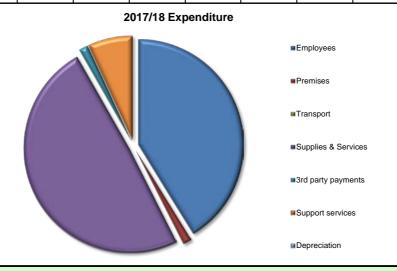
							APPENDIX 6
		Planning Assur	nptions				The Corporaté strategies your
Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	service contributes to
Revenue/Capital Budget Managers	147/23	147/23	147/23	147/23	147/23		Corporate Asset Management Plan
Voluntary Sector Organisations Supported	150+	150+	150+	150+	150+		Capital Programme
Budget, Service, Performance & Risk Setting	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports		Central Government
Budget, Service, Performance & Risk Monitoring	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports		Equality Strategy
Budget, Service, Performance & Risk Closing	2 Reports	2 Reports	2 Reports	2 Reports	2 Reports		Procurement Strategy
Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Risk Management Strategy
Staff (FTE)	63.3	54.6	51.6	45.6	57.2		Treasury Management Strategy
Staff (Trainees)	4	4	4	3	3		Voluntary Sector Strategy
Staff (Apprentices)	2	0	0	0	0		

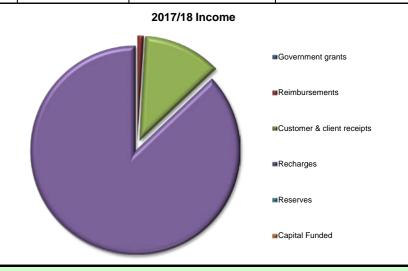
Performance indicator	Perfor	mance Targe	ets (T) & Prov	isional Perfo	ormance Targ	gets (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
renormance indicator	2015/16(T)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2021/21(P)	Folarity	Reporting Cycle	ilidicator type	met
Accuracy of P8 Revenue Forecast (compared to outurn)	90%	90%	90%				High	Annual	Outcome	Poor decision making
Accuracy of P8 Capital Forecast	90%	90%	90%				High	Annual	Outcome	Poor decision making
Number of Adjustments to Draft Accounts	0	0	0				Low	Annual	Business critical	Government intervention
Action plans in place for 'red' risks	90%	90%	90%				High	Quarterly	Outcome	Poor decision making

DEPARTMENTAL BUDGET AND RESOURCES														
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21							
Expenditure	8,449	8,653	8,361	7,832	7,593	7,589	7,68							
Employees	3,838	3,949	3,645	3,230	2,947	2,981	3,014							
Premises	101	102	100	103	105	106	108							
Transport	4	7	2	2	2	2	2							
Supplies & Services	4,003	4,078	3,906	3,852	3,892	3,850	3,909							
3rd party payments	171	157	171	108	110	113	115							
Support services	333	360	537	537	537	537	537							
Depreciation	0		0	0										
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21							
Incom <u>e</u>	6,864	7,285	6,030	6,030	6,046	6,046	6,046							
Government grants	10		0	0	0	0	-							
Reimisements	54	115	54	54	54	54	54							
Cust & client receipts	765	1,077	726	726	742	742	742							
Recharges	6,036	6,092	5,250	5,250	5,250	5,250	5,250							
Reserves	0		0	0	0	0								
Capital Funded	0		0	0	0	0	·							
Council Funded Net Budget	1,585	1,368	2,331	1.802	1,547	1,543	1,639							

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







### Summary of major budget etc changes 2017/18

MTFS/Business Planning: Throughout the financial year officers within the team will be compiling the Business Plan for 2018-22, this will include provision of a timetable for compilation and horizon scanning and evaluating the impact of any legislative changes. The modelling assumptions will be reviewed and detailed scenario planning undertaken.

Savings: Savings of £78k previously deferred will be delivered from the deletion of two posts (CS46). A review of recharges to the Pension fund will make savings of 47k (CS6). Increased income of 16k (CSD20) and a reduction in running costs 3k (CSD23). One Business Partner to be deleted 78k (CSD26). Reduction of LGCS budget to match contribution 81k (CSD46) CS2015-07 Reduction in running costs budgets £28k.

#### 2018/19

Savings: Savings of 100k will made from further restructuring of the service (CSD27), and a further 16k of increased income (CSD20). Further review of staffing budgets across the division saving 216k (CS2015-05). Reduction of 19k in Corporate Grants budget (CS2015-11)

### 2019/20

CS2016-01 A reduction in the contribution to the self insurance fund in line with the actuarial valuation £100k.

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

								Planning Assumptions										The object the strategies your
Clir Mark Allican	Legal Se		har for Einana	•		Anticinata	d domand		201	5/16	Pla 201		mptions 2017	7/12	2018/19	2019/20	2020/21	
Cllr Mark Allison: I Enter a brief descript						Anticipate Chargeable ho				500		500	19,1		2010/19	2019/20	2020/21	Service contributes to  Contribute to all Corporate Strategies
Litter a brief descript	nion or your ma	iiii activities aii	u objectives be	ilow		Chargeable hou				895		895	13,8					Contribute to all Corporate Chategies
From 1 April 2017 this will be a	a shared legal	service with the	e London Boro	ughs of	<u>'</u>	Chargeable hou				819		819	22,8					
From 1 April 2017 this will be a Richmond, Wandsworth, Sutt	tton and the Ro	yal Borough of	Kingston upor	Thames.		Chargeable hou				382		382	11,3					
The service, will deliver legal a	advice support	and represent	tation to all sen	vices across		hargeable hours							26,1					
The service will deliver legal a all five councils, including to ar currently ,Sutton Housing Parti	rms length deli	very vehicles (	Achieving for C	Children and		eable hours for			11:	583	11	583	11,2					
currently ,Sutton Housing Parti also provides advice in relation	tnership) and co	ouncil owned o	companies. The	e service		ole hours for Su					2528		2,5					
and advice to members in relation	n to the constitu	ution and decis es.	sion making in a	all councils	Ant	icipated non fi	nancial resou	rces	201	5/16	201	6/17	2017		2018/19	2019/20	2020/21	
						Staff (	FTE)		87	7.5	92	2.3	113	.85	113.85	113.85		
						Appre	ntices			1		0	2	!	2	2		
						Performano	e indicator						rmance Targets		Polarity	Reporting cycle	Indicator type	Main impact if indicator not
												2018/19(P)	2019/20(P)	2020/21(P)				met
						Chargeal	ole hours		73,804	78,707	107,229				High	Monthly	Business critical	Increased costs
									1									
									1							-	1	
									1							-	1	
									1								<b>_</b>	
		DARTICE	DUDGET	DECOURAGE					<u> </u>	<u> </u>		<u> </u>			l II	1	1	
			BUDGET AND		D. J.	Post 1	D			2	2017/18 Ex	penditure					2017/18 Income	
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21				4							
Expenditure	4,794	6,694											<b>■</b> E	mployees				■Covernment greate
Employees	4,168	4,463							4									Government grants
Premises	5	2	5	5	5		5 5	]	1				■P	remises				
Transport	13	21																■ Reimbursements
Supplies & Services  3rd party payments	422	2,022	418	398	357	357	7 357	-					ωT	ransport				
Support services	185	185	185	185	185	185	185	1			VI							
Depreciation								]			٧		■S	upplies & Servi	ces			■Customer & client receipts
Revenue £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget				N	- 1						
Incom(C)	2015/16 4,897	2015/16 6,695	2016/17	2017/18 5,294	2018/19	2019/20 5,294	2020/21					- 1	-2	rd norty novemor	nto			
Govern ment grants	4,897	6,695	5,083	5,294	5,294	5,294	5,294	-					■3	rd party paymer	nts			■Recharges
Reimbursements			0					1										
Customer & client receipts	4,897	6,695	5,083	5,294	5,294	5,294	5,294						■S	upport services	•			
Recharges Capital Funded	0	0	0	0	0	(	0		•									■Capital Funded
Council Funded Net Budget	(103)	(0)	1	(19)	(61)	(61	) (61)	-					■D	epreciation				
-		(*/		(/	(4.7)		, , , ,											
Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21							Summary	of major budget et	c. changes		
	_0.0/.0							1							2017/18			
								CS73 £20k s	avings for M	erton are red	uired. Furth	er savings f	or Sutton, Kir	ngston and	Richmond may be requ	uired.		
									ŭ			ŭ			, ,			
															2040/40			
	0	0	0	0	0	1 (	0 0	0005:3	044.00-						2018/19	D. 1		
40								CS2015-12	£41,000 savi	ngs for Mert	on from exp	ansion of se	rvice. Further	savings for	Sutton, Kingston and	Richmond may be require	ed.	
40 ]																		
-10 - 2015	2016	201	7	2018	2019	2020												
-60 -				<b>—</b>	_													
				_	-										2019/20			
-110 -															20.0,20			
E.0																		
100																		
-160 -																		
-210 -																		
															2020/21			
-260 -																		
-310																		
-310 -3																		
		<b>—</b> Budget			\rtual													
		Duuyet			totuai			<u></u>										
								_										

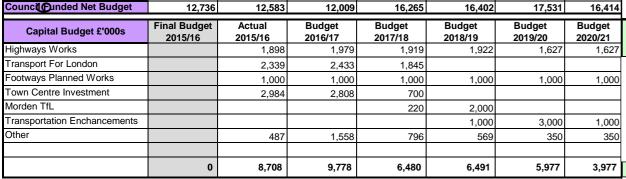
			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF Legal Services	10 OVER THE FOUR YEAR PERIOD	APPE	NDIX 6	j
			PROJECT DESCRIPTION	MAJOR PROJECTS BENEFITS	Likelihood	Risk	
Pr	oject 1	Project Title:	Shared service	Improved customer experience	Likelinood	Impact	Score
Start date	01/04/2017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

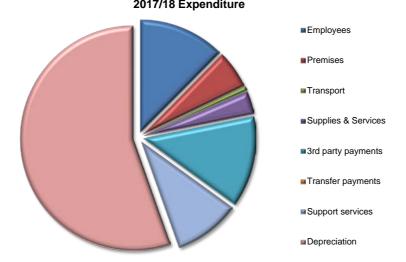
# **Environment & Regeneration**

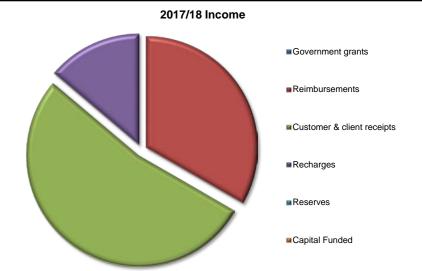
De	evelopment and B	uilding Contr	ol								Plar	nning Assur	nntions				ADDENI	The Corporate strategies your
Cllr Martin Whelton: Cab				Housing		Anticipated	d demand		2015	5/16	2016			7/18	2018/19	2019/20	2020/21	The Corporate strategies your service contributes to
Enter a brief descri						Enforceme			58		52			10	500	490	480	
Building Control	,				Plannir		economy depend	dant)	260		270			300	2800	2850	2900	
Building Control competes with	h Approved Inspe	ctors.(AIS). V	Ve provide a Bu	ilding Control			onomy dependan		150		155			600	1650	1700	1750	
Service in competition with Als				e and		Tree appl	lications		59	4	60	0	6	00	600	600	600	
regulation. We also regulate s  Development control	afety of structure	s and also sp	orts grounds.			Pre appli	ications		11	0	11	5	1	20	125	130	140	
Promote sustainable regenera	ation by assessing	and determin	ning planning ar	oplications	Pla	anning performa	ance agreements		7		20	)	2	25	30	30	30	
against the adopted policies for					Prior	approvals (perm	nitted developme	ent)	60	0	62	0	6	40	640	640	650	
Strategy. Continue to implime	nt the Mayoral, Co	ommunity Infr	astructure Levy	(CIL)	Anti	cipated non fir	nancial resource	es	2015	/16	2016	/17	201	7/18	2018/19	2019/20	2020/21	
charging regime.						Staff (I	FTE)		36	3	38	3	3	37	37	37	37	
Objectives						Performance	o indicator		Perform	ance Targe	ts (T) & Provi	sional Perfo	ormance Tar	gets (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
- continue to concentrate on the	he commercialisa	tion of the Bu	ildina Control (F	BC) service		renormance	e muicator	2	2015/16(T)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2021/21(P)	Polarity	Reporting cycle	indicator type	met
and maintain or improve the m			maning Control (2	20,0011.00			cessed within 13		55	65	67	70	70	70	High	Monthly	Quality	Reduced customer service
-investigate formal sharing of I							ocessed within 8 v		60	65	66	67	68	69	High	Monthly	Quality	Reduced customer service
<ul> <li>review the pre-application ch investigate whether additional</li> </ul>							ocessed within 8 v		81	85	85	85	85	85	High	Monthly	Quality	Reduced customer service
- impliment mobile/flexible wor			especially throu	ign PPA's.	Volu		applications Total	al	4350	4400	4450	4500	4560	4600	High	Monthly	Quality	Reduced customer service
-as part of sustainable commu			sive developmer	nt		% appe			35	35	35	35	35	35	Low	Quarterly	Perception	Reputational risk
management process to enco							and Building Con		£2.05m	£2.11m	£2.11m	£2.11	£2.11	£2.11	High	Monthly	Business critical	Loss of income
-establish a formal colleberation		utton and King	gston boroughs.				tained by LA (BC		50	52	54	56	58	60	High	Monthly	Perception	Loss of income
- re-procure the M3 database							ment cases close	d	600	550	450	450	450	450	High	Quarterly	Quality	Reduced service delivery
- move away from expensive a	and transient temp	porary staff to	wards a more	established		Backlog of enfor		<u> </u>	750	555	600	650	700	750	High	Quarterly	Output	Reduced service delivery
and reliable staffing base					% satisfied	d with Planning	(annual resident	survey)	29	30	31	32	30	30	High	Annual	Perception	Reputational risk
	DEF	PARTMENTAL	BUDGET AND I	RESOURCES						2	017/18 Exp	enditure					2017/187 Income	
Revenue £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget										_	
	2015/16	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21							■Employees				
Expenditure	2,477	2,483	2,515	2,386	2,132	2,152	2,172											■Government grants
Employees Premises	1,714	1,772	1,708	1,575	1,317	1332	1349							■Premises				
Transport	28	17	25	26		27	27							ar remises				-0.11
Supplies & Services	243	217	245	248		256						- 10	<b>\</b>	■Transport				■Reimbursements
3rd party payments	0	0	0	0		0	0						<b>\</b>	■ Fransport				
Transfer payments	0	0	0	0		0	0						<b>1</b>					■Customer & client receipts
Support services Depreciation	490	477	535	535	535	535	535				1			■Supplies & Services				
Revenue £ 000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget	- 1									V	
	2015/16	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21							■3rd party payments				■Recharges
Income 20	1,989	1,992	2,009	2,201		2,286	2,286	1										
Government grants	0	0	0	0	0	0	0						/	■Transfer payments				■Reserves
Reimbursements Customer & client receipts	96 1,893	113 1,879	81 1,928	83 2,118	83 2,203	83 2203						- 1	/					mReserves
Recharges .	1,093	1,679	1,928	2,118	2,203	2203	2203							■Support services				
Reserves																		■Capital Funded
Capital Fundad														■Depreciation				
Council Funded Net Budget	488	491	506	185	(154)	(134)	(114)											
Capital Budget £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget							Summary	of major budget etc	change		
Capital Budget 2 0003	2015/16	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21							Summary		changes		
															2017/18			
								0&BC = (£235k										
								NV20 = (£35k)		(000%)								
							$\vdash$	IPDG reserve a	aujustment	= (LODK)								
							<b></b>											
							$\vdash$											
							<u> </u>								0046/10			
	0	0	0	0	0	0	0								2018/19			
600								0&BC = (£326k										
600								ENV20 = (£35k)	<b>'</b> )									
500 -																		
	1																	
400 -																		
							<u> </u>								2010/20			
g 300 -							<b> </b>								2019/20			
\$ 300 -							- 1											
200 -		<b>&gt;</b>																
100 -																		
0	-	-					— <b>⊢</b>								2020/24			
2015	2016	2017	7 2	2018	2019	2020									2020/21			
-100 -			1															
				<b>—</b>	_													
-200				-														
		-Budget			Actual													

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

Eu	iture Merton & Tra	affic and Highw	ave							DI	anning Assur	mntions				A	Phedorporate strategies your
Cllr Martin Whelton: Ca				Joueing		Anticipated	domand	20:	15/16		16/17		7/18	2018/19	2019/20	2020/21	service contributes to
Enter a brief desc						Popula			1,569		1,229	216		218,100	220,000	222,000	Community Plan
	• •			JW -		<u> </u>		21	1,509	21.	+,223		,	210,100	220,000	222,000	<u> </u>
FutureMerton is the council's l long-term sustainability of the				on a great		Actual businesse				-		TE					Local Plan
place and enhancing the quali			out maning more	Jii a gioat		Road Network N	laintenance					TE	30				Merton Regeneration Strategy
<del>-</del>																	Climate Change Strategy
The team plans and monitors of new busineses and jobs. W	the delivery of hever the cou	w nousing in Me incil's Highway	rton and support & Street Lighting	s the creation	Anti		ncial resources		15/16		16/17		7/18	2018/19	2019/20	2020/21	Economic Development Strategy
ensure the borough's network						Staff (F	TE)		63	6	3.00	63	.00	63.00	63.00	63.00	Employment and Skills Action Plan
maintained and safe.	,	., .,	3 . 3 .														Health & Wellbeing Strategy
The terms also make as a second		-4-4															Local TfL Implemetation Strategy
The team also manage major coordination of infrastructure p	roiects such as C	estate regenerat Prossrail 2 We a	ion projects and ire responsible fo	or delivering													Air Quality Action Plan
locally, objectives in the Mayo	r's London Plan a	nd Mayor's Trar	nsport Strategy.	or delivering		Performance	indicator	Perfo	rmance Targ	ets (T) & Pro	visional Perfe	ormance Targ	gets (P)	Polarity	Donostina ovolo	Indicator time	Main impact if indicator not
						Performance	indicator	2015/16(T)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)	Polarity	Reporting cycle	Indicator type	met
Future Merton contributes to t Communities & Transport Par	ne Merton Partner tnershin (SCTP)	rsnip via the acti Economic Wellh	ivities of the Sust	tainable Ising Group		New home	s built	411	411	411	411	411	411	High	Annual	Outcome	Loss of Government grant
and Climate Change Steering	Group. The team	also services th	e Borough Plan	Advisory		New businese	s created	100	200	300	TBC	TBC	TBC	Low	Annual	Outcome	Loss of income
Committee (BPAC) and Desig	ın Review Panel (I	DRP)	· ·			New jobs of	reated	300	300	450	TBC	TBC	TBC	Low	Annual	Outcome	Social exclusion
Kev service areas include:				1		Street light rep	airs (days)	3	3	3	3	3	3	Low	Quarterly	Quality	Reduced customer service
Regeneration, Economic Deve Planning, Road Safety Educat	elopment, Traffic 8	& Highways, Pla	nning Policy, Tra	ansport		Road emergen	cy call outs	100	100	100	100	100	100	High	Monthly	Business critical	Reduced customer service
Planning, Road Safety Educat Community Infrastructure Lev	tion, Flood Mitigati	ion, Urban Desi	gn, management Hall	t of the	Fo	otway & Carriag	eway condition	92	92	95	95	95	95	High	Annual	Quality	Increased costs
•	,	,		I		Streetwork in	spections	35	36	36	37	37	38	High	Quarterly	Quality	Increased costs
Service transformations identi delivery, increased mobile wo	fied in the TOM in	volve streamline	ed processes for	project ve digitisation	Si	reetwork permitt		98			98	98	38 98	High	Monthly	Output	Loss of income
donvory, moreaced medic we	<u> </u>		BUDGET AND R				(ve lected)	1 00		98		1 00	00	1.19.1	oy		2000 01 111001110
					Durdmet	Dudmet	Dudmet			2017/18 Ex	penditure					2017/18 Income	
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21					_	Carala va a a				
Expenditure	16,001	15,465	15,271	19,861	19,998	21,127	20,010						Employees				■Government grants
Employees	2,638	2,762	2,504	2,472	2,653	2528	2551										3
Premises	980	997	961	1,083	1,097	1110	1124						Premises		<		
Transport	112	105	112	135	137	1336	141			1							Reimbursements
Supplies & Services	1,082	1,014	675	648	655	663	671						Transport				
3rd party payments Transfer payments	3,040	2,903	2,575	2,610	2,543	2577	2610					<b>\</b>					
Support services	1.707	1.242	1.901	1,901	1.901	1901	1901					ā .	Supplies & Ser	vices			■Customer & client receipts
Depreciation	6.442	6.442	6.543	11.012	11.012	11012	11012										
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21						3rd party paym	ents			■Recharges
Income	3,265	2,882	3,262	3,596	3,596	3,596	3,596					/	T				
Government grants	67	67	0	0	0	0	0						Transfer payme	ents			Reserves
Reimbursements Custoine & client receipts	1,017	1,137	970	1,198	1,198	1198	1198										■1 (3501¥03
Recharges	1,684 497	1,678	1,795 497	1,901 497	1,901 497	1901 497	1901 497					100	Support service	es			
Reserves	497	U	497	497	497	497	491										■Capital Funded
Capital Ethoded	1												Depreciation	1			





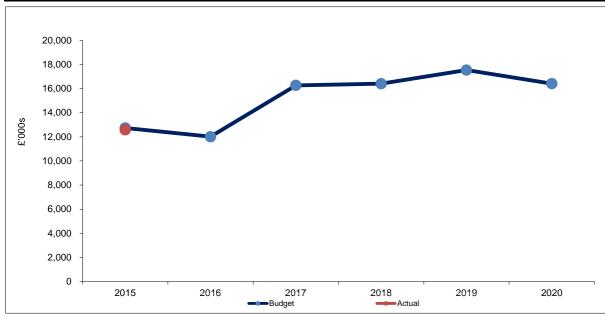


ER23 = (£214k) 1,000 ENV24 = (£10k) E&R34 = (£30k) E&R41 = (£80k) E&R32 = (£5k) E&R35 = (£25k) E&R37 = (£50k)ENV15 = (£148k) ENV16 = (£65k)ENV17 = (£30k) 1,000 ERG1 = £757k EDS reserve adjustment = (£75k) EDS2 reserve adjustment = (£262k)

2018/19

Summary of major budget etc changes

2017/18



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

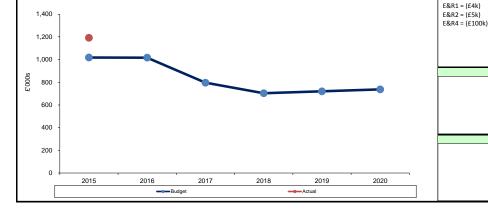
2019/20

ERG1 = (£150k)

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

Leisure & Cultural Development Planning Assumptions porate strategies your 2019/20 2020/21 Cllr Nick Draper Cabinet Member for Community & Culture Anticipated demand 2015/16 2016/17 2017/18 2018/19 service contributes to Enter a brief description of your main activities and objectives below Population 211 569 214 229 216 806 219 316 213 497 Asset Management Plan Main Activities: No. of Children & Young People aged 8-17 in west of borough 7.900 8.050 8.200 8.700 12.410 Children & Young person's Plan Cultural Strategy Population of most disadvantaged wards 126,850 127,540 128,100 104,155 100,768 Engage local people in healthy living and lifestyle changes through increased involvement and Users of Merton's Leisure Centres 832677 841004 878105 942.592 970.026 Community Plan articipation in sports, arts, cultural and physical activities and events, by working with partners to 2015/16 2016/17 2017/18 2018/19 2019/20 2020/21 ncrease the number, scope and quality of facilities, programmes, activities and events on offer. Anticipated non financial resources Open Spaces Strategy 13.6 6.6 Staff (FTE) 14.25 6.6 6.6 Social Inclusion Strategy Accommodation Voluntary Sector Strategy Build a new Morden Leisure Centre by 2018. 20 20 20 20 20 Negotiate contract changes with GLL to operate Morden Leisure Centre and make contract Volunteers Staff seasonal 30 30 30 30 30 Demolish existing Morden Park Pools and re-landscape site Performance Targets (T) & Provisional Performance Targets (P) Main impact if indicator not Develop and implement plans to de-silt and mitigate flood risk at Wimbledon Park Lake Performance indicator Polarity Reporting cycle Indicator type 2015/16(T) 2016/17(P) 2017/18(P) 2018/19(P) 2019/20(P) Commence plans to implement Wimbledon Park Master Plan 2020/21(P) Develop options appraisal for Wimbledon Park Watersports and implement agreed option Income £ from Merton Active Plus Monthly Business critical High 60,000 Commission culture and sports services Monthly High Business critical Loss of income Income £ from Watersports Centre 377.000 387,000 397.000 402.000 402.000 Deliver borough participation in Ride London, Mini Marathon, etc. 14-25 yr old Fitness Centre Participation at leisure centres 103,000 106,000 106,000 108,120 High Monthly Output Reduced uptake of service 106.000 Manage leisure centres, New Wimbledon Theatre agreements; Polka and Attic grants and % residents rating facilities Good to Excellent 45.0 45.5 46.0 48.0 48.0 High Quarterly Output Reduced customer service lorden Assembly Hall 48.0 Increase income and reduce costs Total Number of Users of Merton's Leisure Centres High Outcome Reduced customer service 832.677 841.004 878,105 942,592 970,026 Annual Increase participation and engagement Total Number of Users of Polka Theatre 93,690 93,916 94,600 95,000 89,500 High Quarterly Output Reduced uptake of service DEPARTMENTAL BUDGET AND RESOURCES 2017/18 Expenditure 2017/18 Income Final Budget Budget Budget Budget Budget Budget evenue £'000s 2019/20 2015/16 2015/16 2016/17 2020/21 ■Employee Expenditure 2 033 2 113 2 277 2,045 2 062 2 079 2,268 ■Government grants Employees 706 697 490 497 505 513 122 329 282 290 294 ■Premises ■Reimbursements upplies & Services 282 296 282 271 275 ■Transport 198 126 100 100 101 ransfer Payments ■Customer & client receipts 383 389 389 389 389 upport services ■Supplies & Services 409 488 493 493 488 493 Final Budget Actual Rudget Rudget Rudget Budget Budget Revenue <u>C'000</u>0s ■3rd party payments Recharges 2019/20 2015/16 2016/17 2017/18 2015/16 2018/19 2020/21 Income 1 095 1 085 1 251 1 237 1 342 1 342 1 342 Bovernm grants ■Transfer Payments ■Reserves Reimbu sements 244 160 61 136 136 136 136 ustome lient receipts 500 656 733 743 848 848 848 Recharge ■Support services 351 368 358 358 358 358 358 ■Capital Funded Reserves apital Fund ■Depreciation ouncil Funded Net Budget 1,192 1,017 Final Budget Actual Budget Budget Budget Budget Budget Capital Budget £'000s Summary of major budget etc changes 2015/16 2015/16 2016/17 2017/18 2018/19 2019/20 2020/21 2017/18 Morden Leisure Centre 508 1,574 8,319 567 Vimb Pk Lake de-silting 250 1.250 E&R1 = (£5k)135 450 Other 399 300 E&R2 = (£10k)F&R3 = (£16k)

> ENV11 = (£59k) ENV13 = (£70k) ENV23 = (£89k)



643

1,973

9,019

2,117

258

250

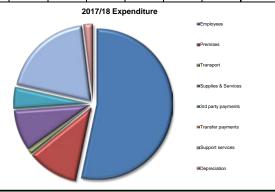
2020/21

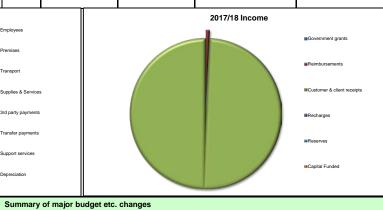
2018/19

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

	Parking					nning Assur					,	The Corporate strategies your
Cllr Ross Garrod:	Cabinet Member for Street Cleanliness & Parking	Anticipated demand	201	5/16	201	6/17	201	7/18	2018/19	2019/20		service contributes to
Enter a brief descr	ription of your main activities and objectives below	Number of resident permits issued	18	,320	20,	041	(5%)	21,043	(5%) 24,011	(5%) 22,095	, <del>_</del> .	Select your strategies
The service is required to enforce	te the parking regulations to ensure the through flow of traffic can dents and blue badge holders have the ability to park in bays they	Number of visitors permits issued	227	,000	239	,242	(5%) 2	51,204	(10%) 263,764	(5%) 276,953		
	olus income generated by traffic management must be used for											
, , , , , , , , , , , , , , , , , , , ,		Anticipated non financial resources	201	5/16	201	6/17	201	7/18	2018/19	2019/20	2020/21	
Objectives	cross the borough including Controlled Parking Zones and bus	Staff (FTE)	86	5.20	93	.27	85	.27	77.27	77.27		
lanes	• •	Transport		15		2	1	2	12	12		
<ul> <li>to implement measures to implement Automatic Number Plate Recognition</li> </ul>	rove traffic enforcement efficiency, specifically the introduction of nition (ANPR) cameras at bus lane and moving traffic locations.											
This will improve compliance and	d ease congestion at key points across the borough	and										
the charging structure	g needs, hours of operation, the availability of parking spaces and ing infrastructure to ensure that locations subject to regulatory	Performance indicator					ormance Targ		Polarity	Reporting cycle	Indicator type	Main impact if indicator no met
controls can be effectively enfor	rced thus improving compliance and ultimately congestion	% of parking permits issued within 5-7 days	90%	90%	90%	90%	90%		High	Monthly	Outcome	Loss of income
	anning of the increase in population and changes in planning	Sickness- No of days per FTE (12 month rolling average)	10	9	8	8	8		Low	Quarterly	Quality	Loss of income
	emises to be changed to residential use which could result in an spaces in existing CPZ's and pressure in areas with no controlled	Percentage of cases won at PATAS	52%	54%	54%	54%	54%		High	Monthly	Business critical	Loss of income
parking to introduce CPZ's.	spaces in existing CF2's and pressure in areas with no controlled	Percentage of cases lost at PATAS	22%	21%	21%	21%	21%		Low	Monthly	Business critical	Loss of income
	CCTV camera team was amalgamated with Parking Services and	Percentage of cases where council does not contest at PATAS due to new evidence	26%	25%	25%	25%	25%		Low	Monthly	Business critical	Loss of income
changed the sections title to Parl	king and CCTV Services. operational structure, processes and the number of CCTV	Percentage of Public Space CCTV cameras working	95%	95%	95%	95%	95%		High	Monthly	Business critical	Reduced service delivery
	h with the aim of achieving efficiencies without reducing the level											
of service to the residents, custo	mers and our partners.											
	DEPARTMENTAL BUDGET AND RESOURCES			2	017/18 Ex	enditure					2017/18 Income	
Revenue £'000s	Final Budget Actual Budget Budget 2015/16 2015/16 2016/17 2017/18	Budget Budget Budget 2018/19 2019/20 2020/21					<b>=</b> E	Employees				
Expenditure	5,872 6,426 5,426 5,762	5,753 5,804 5,854										■Government grants
Employees	3,177 3,106 2,945 3,071	3,103 3,134 3,165		4			■F	Premises				

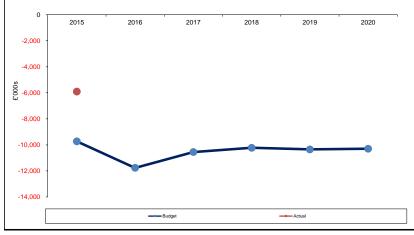
	DE	PARTMENTAL	BUDGET AND F	RESOURCES			
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	5,872	6,426	5,426	5,762	5,753	5,804	5,854
Employees	3,177	3,106	2,945	3,071	3,103	3,134	3,165
Premises	641	639	619	625	632	638	645
Transport	124	106	124	53	54	56	57
Supplies & Services	503	1,108	377	507	454	462	469
3rd party payments	264	227	265	268	272	276	280
Transfer payments	0	0	0	0	0	0	0
Support services	1,031	1,108	1,020	1,126	1,126	1,126	1,126
Depreciation	132	132	76	112	112	112	112
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Income	15,604	12,331	17,188	16,311	15,974	16,151	16,151
Government grants	0	0	0	0	0	0	0
Reimbutsements	118	126	0	117	117	117	117
Custone & client receipts	15,486	12,205	17,188	16,194	15,857	16,034	16,034
Recharges							
Reserves							
Capital Funded							
Council Punded Net Budget	(9,732)	(5,905)	(11,762)	(10,549)	(10,221)	(10,347)	(10,297)
_ <u> </u>	Final Budget	Actual	Rudget	Rudget	Rudget	Rudget	Rudget





Capital Endget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Parking		100	756			60	
CCTV		86	514				
Other		150	174	156	150	150	150
							l
	0	336	1,444	156	150	210	150
1							

ENV05 = (£70k) ENV06 = (£46k) ENV33 = (£250k) ANPR income reduction = £250k



E&R7 = (£163k) E&R8 = £500k ENV07 = (£60k)

ENR2 = (£44k) ENR3 = (£33k) ENR4 = (£100k)

2020/21

2019/20

2017/18

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

																		<del></del>
Cilla Mantin Whalton Coh	Prop		Farriage and 9	Hausiaa		Amtinimata	-d -d		1 20	15/16		nning Assum 6/17		47/40	2019/10	2010/20	APPEN	The Corporate strategies your
Cllr Martin Whelton: Cab Enter a brief descri					-	Anticipate he number of pr		ale	20	4		BC		17/18 TBC	2018/19 TBC	<b>2019/20</b> TBC	2020/21	service contributes to  Corporate Asset Management Plan
To ensure that all property trans To ensure that all property trans To maintain an accurate record valuations to support the council To manage the councils investin base to ensure that it has the ac can alford. To support regenera to support the council makings capital reference assets to be listed and claims for maintain publicly available it Logalism Act 2011. [OM will lea authorities on specialisms and authorities on specialisms and sales and capital receipts.	sactions provide	alue for money	and comply with	statute	<del>                                     </del>	he number of p			1	8		8		8	8	8	-	Economic Development Strategy
To maintain an accurate record	of the property a	ssets of the cour	ncil and to provid	e asset	Th	e number of pro				21		21		21	21	21		Medium term Financial Strategy
To manage the councils investo	nent portfolio to m	aximise income	, managing the c	ouncils asset	The	number of cor				394		94		394	394	394		
can afford. To support regenera	tion, deal with oc	cessary to supple cupation of coun	icil land by Gyps	ies and	An	icipated non fi	nancial resou	ırces	20	15/16	201	6/17	20	17/18	2018/19	2019/20	2020/21	
Travellers and lead the Integrate maximise capital receipts. Com-	ed Project Team munity Right to B	o deliver a prog d -to manage ap	ramme of proper oplications for co	ty sales to mmunity		Staff				5.60	5	.60		5.60	5.60	5.60		
assets to be listed and claims for	or compensation.	ets as required	bv transparency	agenda under														
Localism Act 2011. TOM will lea authorities on specialisms and r	d to incréaséd eff nost significantly	iciency the poss driving economic	ibility of acting for development a	or other nd														
regeneration thriough closer wo sales and capital receipts.	rking with Future	Merton. This ma	ay impact on the	timing of										. (5)				
						Performand	ce indicator			rmance Targe	` '			. ,	Polarity	Reporting cycle	Indicator type	Main impact if indicator no met
complete Asset Valuations to     drive programme of property of	timetable agreed	with Director of mise capital rece	Corporate Service eints and exceed	ces target	% \/a	cancy rate of pr	on owned by	council	2015/16(T) 3.5	3.5	2017/18(P) 3.3	2018/19(P) 3.3	2019/20(P 3.3	2) 2020/21(P)	Low	Quarterly	Outcome	Loss of income
<ul> <li>critically examine operational</li> </ul>	property to ensur	e the council has	s the minimum	necessary		owed to LBM by	. ,		8.0	8.0	8.0	8.0	8.0	+ +	Low	Quarterly	Outcome	Loss of income
to support the business plan  maximise revenue income by	letting vacant pro	perty			,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	Asset Va			150	150	150	150	150		High	Annual	Business critical	Breach statutory duty
maximise revenue income by     provide timely advice to inform     ensure team is arranged to su	n regeneration pr	ijects																
• crisure team is arranged to se	ipport objectives.																	
															-			
																	_	
					<u> </u>					1	<u> </u>				—— <del>—</del>			
			BUDGET AND							2	017/18 Exp	enditure					2017/18 Income	
Revenue £'000s	Final Budget	Actual	Budget 2016/17	Budget	Budget	Budget	Budget									_	-	
Expenditure	2015/16 2,250	2015/16 2,136		2017/18 2,059	2018/19	2019/20	2020/21 5 2,063	1						■Employees				■Government grants
Employees	275	229	226	211	213	21	5 218											■Government grants
Premises	283	193	176											■Premises				
Transport Supplies & Services	158	1 217	1 159	163	166	16	1 1 8 170											■Reimbursements
3rd party payments	0	0	0	(	) (	10	0 0		/					■Transport				
Transfer payments	0	0	0	C	0	1	0 0						١.					■Customer & client receipts
Support services Depreciation	471 1.062	434 1.062												Supplies & Services			N .	1
•	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget										N .	
Revenue £ <u>'000</u> s	2015/16	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21							■3rd party payments				■Recharges
Income Government drants	4,566	5,021	4,557	4,672	4,812	4,96	1 4,961						/					/
Reimbursements	5	57	5	- 0			0 0						,	Transfer payments			1	■Reserves
Customer & elent receipts Recharges	4,059	4,489	4,060	4,180		4,46				- 1				-0				
	502	475	492	492	492	49:	2 492			. 1			'	Support services				■Capital Funded
Reserves Capital Funded			1											■Depreciation				-Capital Funded
Council Funded Net Budget	(2,316)	(2,885)	(2,572)	(2,613)	(2,763)	(2,906	(2,898)							- Depreciation				
Capital Buttee £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget							C	major budget etc			
	2015/16	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21							Summary of	•	Changes		
Wimbledon Scouts		25													2017/18			
								ER23 = (£18 E&R5 = (£82										
								ENV34 = (£82)										
								, , , ,	,									
							1	1										
							1	1										
	0	25	0		) (		0 0								2018/19			
								E&R6 = (£18										
2015	2016	201	7	2018	2019	2020		ENV14 = (£4 ENV34 = (£4										
	2010	201	•	2010	2013	2020		LINV 34 = (£4	TON									
-500 -																		
-1,000 -																		
ω															2019/20			
\$000 -1,500 -								ENR8 = (£150	(k)									
¥																		
-2,000 -																		
-2,500 -		_																
•															2020/21			
-3,000					ightharpoonup													
0,000																		
-3,500																		
-0,000 -																		
					- Actual			1										
	-	Budget			Actual			1										

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIM Property	UM OF 10 OVER THE FOUR YEAR PERIOD	APPE	NDIX 6	5
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Likelihood	Risk	
Pr Start date	oject 1 2016-17	Project Title:	New secondary school	Infrastructure renewal	Entermitodo	Impaot	00010
End date	on going	Project Details:	Land acquisition and granting of new leases.		2	2	4
Pr	oject 2	Project Title:	P4/Broadway Car Park	Improved efficiency (savings)			
Start date	2012-13	Project Details:	Disposal of public car park to regenerate prominent town centre site.		1	2	2
End date	on going	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,					
Pr	roject 3	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							
Pr	roject 4	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							
Pr	oject 5	Project Title:		Select one major benefit			
Start date		Project Details:					0
Pr	roject 6	Project Title:		Select one major benefit			<del>                                     </del>
St Andate		Project Details:					0
End date							
Pr	roject 7	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							
Pr	oject 8	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							
	roject 9	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							
	oject 10	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							

			1												71. 0
	Regulatory Services Partnership pinet Member for Regeneration, E			Anticipated	d damand	1 2	015/16	Plar 201	ning Assum		17/18	2018/19	2019/20	<b>ARPENI</b>	The Corporate strategies your
	iption of your main activities and			Total number of			1777	17			1803	1816	1829	1829	Air Quality Action Plan
	al health, trading standards and lic		:e	Total number of s			5880	59			6113	6234	6357	6357	Climate Change Strategy
	ulatory Services Partnership (curre			Licence/permit			1880		90		1900	1900	1900	1900	Merton Regeneration Strategy
Richmond).		•						-					1900	1900	Medium term Financial Strategy
Deliver savings and efficiencies	e by:		An	ticipated non fir	nancial resources	2	015/16	201	6/17	20	17/18	2018/19	2019/20	2020/21	3,
Deliver savings and emclencies	s by.			Staff (I			41.7	39	.48	3	39.48	38.48	38.48	38.48	
<ul> <li>reducing overheads</li> </ul>															
- appareting additional inco				Danfarmana	a indicates	Perfo	ormance Targ	ets (T) & Prov	isional Perfo	ormance Ta	argets (P)	Delevity	Department and a	In diseases to me	Main impact if indicator not
generating additional income	ome			Performance	e indicator	2015/16(7	T) 2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P	2020/21(P)	Polarity	Reporting cycle	Indicator type	met
<ul> <li>attracting new business</li> </ul>			% ser	vice requests rep	lied in 5 working days	90	95	96	96	96		High	Monthly	Perception	Reduced customer service
				Income generat		£345,000	£345,000	£345,000	£345,000	£345,000	1	High	Monthly	Outcome	Loss of income
<ul> <li>rationalising ICT systems</li> </ul>	i				iant C food premises insp		97	98	98	98		High	Annual	Business critical	Government intervention
Transform the service by:					les test purchases	100	100	100	100	100		High	Quarterly	Business critical	Anti social behaviour
					f Nitrogen Dioxide per m		40	40	40	40		Low	Annual	Outcome	Political risk
<ul> <li>demand management</li> </ul>					xceed 200 micrograms p		18	18	18	18		Low	Quarterly	Outcome	political risk
streamlining business pro	ocesses				t of Particulates per m3	N/A	40	40	40	40	1	Low	Annual	Outcome	Political risk
					eed 50 micrograms per m		35	35	35	35	+	Low	Quarterly	Outcome Punipped critical	Political risk
implementing new ways or	of working				s determined within 28 da		95%	95%	95%	95%	+	High	Quarterly	Business critical	Reputational risk
			%	or food premises	s rated 2 or below	N/A	15%	15%	15%	15%	+	High	Quarterly	Outcome	Reputational risk
						I		1		1		1			
	DEPARTMENTAL	BUDGET AND RESOURCES					2	2017/18 Exp	enditure					2017/18 Income	
Revenue £'000s	Final Budget Actual	Budget Budget	Budget	Budget	Budget										
Mevenue £ 0008	2015/16 2015/16	2016/17 2017/18	2018/19	2019/20	2020/21						Employees				
Expenditure	2,573 2,747	2,678 2,70	8 2,690	2,713	2,735		6.00				,				■Government grants
Employees	1,872 2,075	1,975 1,99			2,012					_	Premises				I
Premises	0 0	0	0 0	0	0						1 101111505				
Transport Supplies & Services	39 37		7 48								_				■Reimbursements
3rd party payments	189 173 139 139	54 5 98 10									Transport		//		
Transfer payments	0 0		0 0	0	0										■Customer & client receipts
Support services	334 323	512 5	2 512	512	512			Į			Supplies & Service	es			a customor a custom receipts
Depreciation	0 0						-								
Revenue £ 100s	Final Budget Actual 2015/16 2015/16	Budget Budget 2016/17 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21					, .	3rd party payments	s			■Recharges
Income 🛈	1,460 1,505	1,427 1,57	5 1,625	1,725	1,725					Ι.	Transfer payments				,
Government grants Reimbursements	0 1	0	0 0	0	0					/	Transion paymonto				■Reserves
Customer Client receipts	1,116 1,125 344 379	1,003 1,10 424 4	1 1,101	1201 524	1201 524										
Recharges	344 373	727 7	7 327	524	324						Support services				
Reserves —						•									■Capital Funded
Capital Funded Net Budget	1110	4.054	1 005	988	4.040						Depreciation				
Council I unded Net Budget	1,113 1,242	1,251 1,13													
Capital Budget £'000s	Final Budget Actual	Budget Budget	Budget	Budget	Budget 2020/21						Summary of	of major budget etc	c. changes		
Mortuary	2015/16 2015/16	2016/17 2017/18 45	2018/19	2019/20	2020/21							2017/18	•		
	, and the second				E&R14 =	(£100k)						20,.0			
			1	†	ENV09 =										
			1		ENV10 =										
				j											
				j j											
	0 0	45	0	0	0							2018/19			
					ENV08 =										[
1,400					ENV09 =	: (£50k)									
1,200 -															
1,000															
1,,000				_								2040/20			
soc												2019/20			
800 -					ENR1 = (	£100k)									
600 -															
400 -															
												2020/21			
200 -															
200															
0 + 2015	2016 2017	7 2018	2019	2020											
2010				2020	——— I										
	<b>—</b> Budget		-Actual												
							-								

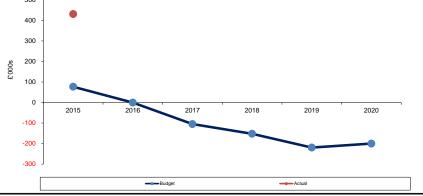
Pro			Regulatory Services Partnership		AFFI	-NDIX (	õ
Pro			PROJECT DESCRIPTION	MAJOR PROJECT BENEFITS		Risk	
	oject 1	Project Title:	Expansion of shared 'regulatory' service	Economic outcomes	Likelihood	Impact	Score
Start date  End date	2016-17	Project Details:	Potential expansion of the Regulatory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

																40051	
	Safer M										anning Assu					APPEN	orposte strategies your
Cllr Edith Macauley: Cabine	et Member for Co	mmunity Safet	y, Engagement	& Equalities		Anticipated	d demand	20	15/16	201	6/17	201	7/18	2018/19	2019/20	2020/21	service contributes to
Enter a brief descri	iption of your ma	in activities ar	nd objectives be	elow	Nun	nber of new, acti	onable, ASB cases	;	350	3	60	40		400	400		Safer & Stronger Strategic Assessment
Safer Merton delivers the co	uncils statutory C	community Sat	fetv Partnershir	o function		Popula	ation	21	1,569	214	,229	216,	806	216,806	216,806		
to tackle crime and disorder.							ment cases (domestic abuse		160	1	62	17	70	170	170		
several themes:					f all residents a	ctively engaged	in Neighbourhood Watch:		38%		3%	40		40%	43%		
Tackling anti-social behave					Ant		nancial resources		15/16		6/17	201		2018/19	2019/20	2020/21	
Protecting victims of Dome perpetrators	estic Violence an	d Abuse and t	taking action ag	gainst		Staff (	FTE)	1	8.83	9	10	7.	10	7.10	7.10		
Managing and delivering a	horough wide N	leighbourboog	Watch progra	mme													
Delivering the partnership.			a wateri progra														
The service also ensures that			red, appropriat	е													
support services are commis						Performance	o indicator	Perfo	rmance Targ	ets (T) & Pro	visional Perfe	ormance Tarç	gets (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
as ensuring that the Commu								2015/16(T)	2016/17(T)		2018/19(P)	2019/20(P)	2020/21(P)		, , ,		met
Safer Merton is managed thr							otection Warnings Issued	-	100	150	150	150		Low	Quarterly	Outcome	Reduced enforcement
work delivered in partnership alongside other statutory and	Nith Police, Lon	don Fire Briga	ade, Probation :	services,			rotection Notices Issued	-	5	8	8	8		Low	Quarterly	Perception	Reduced enforcement
The statutory duty for Safer I			1:				ent cases - domestic abus		153	153	153	153		High	Monthly	Business critical	Safeguarding issues
1) A duty to establish a crime				ual			urhood Watch schemes	19	10	10	10	10		Low	Annual	Perception	Reduced service delivery
partnership plan	•	•				Reduction in resi		884	884	850	850	850		Low	Quarterly	Perception	Customer hardship
2) Completion of an annual s	strategic assessn	nent governed	by the Commu	unity		Total Violenc	e with Injury		1373	1373	1373	1373			Quarterly	Quality	Customer hardship
Safety Partnership																	
<ol><li>Respond to and deal with work in a timely and effective</li></ol>		er through evi	idence based a	ınalytıcal		-											
work in a unlely and effective	mannel																
	DE	PARTMENTAL	L BUDGET AND	RESOURCES						2017/18 Ex	nenditure			[]		2017/18 Income	
Revenue £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget			2011/10 E)	ponunture					2017/10 111001110	
Nevenue £ 000S	2015/16	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21					_	Employees				
Expenditure	790	567											Employees				■Government grants
Employees	360	270	377			350	353		ALC: U								
Premises	2	0	2	0	0	0	0						Premises				
Transport Supplies & Services	62	1 50	21	10	11	2 2	11										■Reimbursements
3rd party payments	251	139						//					Transport				
Transfer payments	0	0		0			0 0										■Customer & client receipts
Support services	109	107	140	140	140	140	140						Supplies & Services				Customer & client receipts
Depreciation	0	0	0	0	C	0	0										
Revenue £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget						3rd party payments				■Recharges
Income U	2015/16 200	2015/16 162	2016/17	2017/18	2018/19	2019/20	2020/21			H							,
Government grants	154	102							1919	//		/	Transfer payments			- 1	/
Reimburgements Customer lient receipts	46	60				0 0	0 0					, .	manarer payments			1	■Reserves
Customer delient receipts	0	0	0	0	C	0	0					,					
Recharge													Support services				
Reserves								,									■Capital Funded
Capital Funded Not Budget	590	405	644	585	593	601	608						Depreciation				
Council Funded Net Budget																	
Capital But £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget						Summary of	major budget etc	. changes		
CCTV	2015/16	<b>2015/16</b>	<b>2016/17</b> 514	2017/18	2018/19	2019/20	2020/21							2017/18			
CCTV		00	514	1	1	, 0	E&R43 = (	2701-)						2017/10			
						1	E&R43 = (	L/UK)									
<b>—</b>			1	1	1	<b> </b>	<del>                                     </del>										
			-	-	1	<b> </b>	<del>                                     </del>										
			1	1	1	<b> </b>	<del>                                     </del>										
			-	-	1	<b> </b>	<del>                                     </del>										
						<b> </b>	<del>                                     </del>										
<u> </u>			F	_	<u> </u>	<del>  _</del>								2019/10			
<u> </u>	0	86	514	0	0	0	0							2018/19			
4.600																	
1,600																	
1 400																	
1,400 -																	
1,200 -																	
														0010'			
ν 1,000 -														2019/20			
0.0																	
نبا 800 -																	
	_																
600 -				-0													
					_	_											
400 -																	
														2020/21			
200 -																	
200																	
0 + 2015	2016	201	17	2018	2019	2020											
2013			••			2020	————										
	-	Budget		-	Actual												

	DETAILS OF MAJOR PROJECTS (INCLUDIN	IG PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD Safer Merton	rton APPENDIX 6					
	PROJECT DESCRIPTION	MAJOR PROJECT BENEFITS	Likelihood	Risk	Score			
Project 1	Project Title:	Select one major benefit	Likeliilood	iiiipact	Score			
Start date					0			
End date	Project Details:							
Project 2	Project Title:	Select one major benefit			<del> </del>			
Start date								
	Project Details:				0			
End date								
Project 3	Project Title:	Select one major benefit						
Start date	Project Details:				0			
End date								
Project 4	Project Title:	Select one major benefit						
Start date					0			
End date	Project Details:							
Project 5	Project Title:	Select one major benefit						
Start date								
ည Eccodate	Project Details:				0			
O								
Project 6  Standate	Project Title:	Select one major benefit						
Start date	Project Details:				0			
End date								
Project 7	Project Title:	Select one major benefit						
Start date	Project Details:				0			
End date	Project Details.							
Project 8	Project Title:	Select one major benefit						
Start date					0			
End date	Project Details:							
Project 9	Project Title:	Select one major benefit						
Start date	1 reject rine.	Ociosi one major benefit						
	Project Details:				0			
End date								
Project 10	Project Title:	Select one major benefit						
Start date	Project Details:				0			
End date								

Cllr Martin Whelton: Cabi	Trans	port									PI-	nning Assur	mntions				A DDEN	The Corporate strategies your
			Environment &	Housing		Anticipate	d demand		201	5/16	201			017/18	2018/19	2019/20	7020/2 EIV	The Sorporate strategies your service contributes to
Enter a brief descrip					CSF	Passenger Jou		actors	95000		95000			95000	95000	95000		Children and Young People's Plan
Γο provide a comprehensive a	and effective H	ome to School	and Vulnerable	ie Adults	CS	F Passenger Jo	ournevs - In-Ho	NISA ASIN	70000		70000			70000	70000	70000		Special Educational Needs and Disabilities Strat
ransport service, in support o	of the user depa	rtments such a	as Children Scho	ools &		•				000		000		50000	50000	50000		
Families and Community & Ho						Passenger Jou				000		000		70000	70000	70000	-	
Providing self drive vehicles for Parking etc.) which require ve				ns, Leisure,	C&H Passenger Journeys - In-House  Anticipated non financial resources				5/16	201			017/18	2018/19	2019/20	2020/21		
full fleet management is prov				This includes		nmissioned Tax				3/10		4	20	34	34	34	2020/21	
	servicing, repairs maintenance and Operators Licence requirements.  byiding health & safety and vehicle related in-house training to all council staff and				110. 0. 00.	Sta		contractors		.75	60			60.99	59.99	59.99		
roviding health & safety and external organisations	vehicle related	in-house traini	ing to all council	I staff and		No.Transport I	Fleet vehicles		1	92	1	92		192	192	192		
Procurement of vehicles for th	he authority, en	suring departm	nents get the ver	hicles which														
uit their services, and provide						Performano	e indicator				ets (T) & Prov			. ,	Polarity	Reporting cycle	Indicator type	Main impact if indicator n
Diectives									2015/16(T)		2017/18(P)		2019/20(F	P) 2020/21(P)	1(P)		**	met
Ensuring that the service prov	vided by Transp	ort is effective	and value for n	monev while		-1	on contractors		50	50	50	50	50		High	Monthly	Business critical	Reduced customer service
still meeting customers expec	ctations.			,	<u> </u>		cle pass rates		95	95	95	95	95	+	High	Quarterly	Outcome	Reduce customer service
Procurement of goods & servi			nsuring value for	r money		erage % passen			85	85	85	85	85	+	High	Quarterly	Unit cost	Increased costs
and complying with authorities Procurement of replacement v			uthority	ļ	% In-	house journey t % Client user		sudies	85 97	85 97	85 97	85 97	85 97	++	High High	Annual Annual	Outcome Outcome	Incresed costs  Reduce update of service
We will ensure legal complian				for road	9	ickness - avera		TE	12.5	11.5	11	10.5	10	+	High	Monthly	Unit cost	Increased costs
tranport services including ope				ļ			au, s poi 1 1		12.0	11.5	<u> </u>	10.0	10	+		.nonan,	5 000.	
																		<del>-  </del>
	DE	PARTMENTAL	L BUDGET AND F	RESOURCES						2	2017/18 Ex	enditure			ı		2017/18 Income	
evenue £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget											
penditure	2015/16 9.700	2015/16 10,171	2016/17 9,710	2017/18 9,518	2018/19 9,506	2019/20 9,449	2020/21 9 9.468							■Employees				■Government grants
nployees	1,960	2,089	2,000	1,997		1,928												Government grants
remises	82	86	85	83	83	83	3 83			. \				■Premises				
ransport upplies & Services	6,232 84	6,539 95	6,233	6,169 85		6,169 85												■Reimbursements
rd party payments	0	3	0	0	1 0	85	0 65				VIII		1	■Transport				
ransfer payments	0	0	0	0	, u	Ċ	0 0				WI							■Customer & client receipts
upport services epreciation	876 466	893 466	847 461	847 337		847 337							1	■Supplies & Services	s		<b>/</b> //	A
<u>'</u>	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget					and the same of					V/	A
evenue <del>2'00</del> 0s	2015/16	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21						,	■3rd party payments	6		1	Recharges
overnment grants	9,623	9,740	9,710	9,623	9,658	9,668	9,668						/					/
eimbu sements	703	594	703	602	2 602	602	2 602						,	■Transfer payments	·			■Reserves
ustomer plient receipts echarges	8,920	9,146		9,021		9,066												
			4											■Support services				■Capital Funded
eserves apital Funded			$\vdash$		<del>                                     </del>				_					■Depreciation				-Capital I unueu
ouncil kunded Net Budget	77	431	0	(105)	(152)	(219	(200)							m Depreciation				
apital Budget £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget							C	of major budge	t ata abanasa		
	2015/16	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21							Summary	of major budge	t etc. changes		
eplacement Fleet Vehicles		312	500	400	400	300	0 300								2017/18			
		South Lon	ndon Waste Partners	rshin nrovision eh	nown in Waste Ma	nagement Comm	issioning	-										
		OGGIII EOIIG	The state of the s		The state of the s			1										
					1			1										
		7																
		$\overline{}$						1										
	0	242	FOO	400	400	201	0 200								2018/10			
	0	312	500	400	400	300	0 300		30k)						2018/19			
500 1	0	312	500	400	400	300	0 300	ENV32 = (£: ENV37 = (£:							2018/19			

ENR5 = (£76k) ENR7 = (£10k)



2019/20

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM O Transport	F 10 OVER THE FOUR YEAR PERIOD	APPF	NDIX 6	5
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Likelihood	Risk	
Pre	oject 1	Project Title:	New Joint Passenger Transport Framework	Improved efficiency (savings)	Likelinood	Impact	Score
Start date	2015-16	Project Details:	Joint Passenger Transport Framework with neighboroughing boroughs Sutton and Kingston.		2	2	4
End date	2019-20						
Pr	oject 2	Project Title:	Benchmarking - Internal Services	Improved efficiency (savings)			
Start date	2014-15	Project Details:	To carry out benchmarking exercises on internal services to find alternative options, value for money and possible savings to client departments		2	2	4
End date	2016-17						
Pro	oject 3	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,					
Pr	oject 4	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		Project Details.					
Pr	oject 5	Project Title:		Select one major benefit			
Start date							0
വ Erro date		Project Details:					
Pr∈	oject 6	Project Title:		Select one major benefit			
Standate		Dunio et Deteile					0
End date		Project Details:					
Pr	oject 7	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		Troject Details.					
Pr	oject 8	Project Title:		Select one major benefit			
Start date		B : (B / )					0
End date		Project Details:					
Pr	oject 9	Project Title:		Select one major benefit			
Start date							0
End date		Project Details:					-
Pro	oject 10	Project Title:		Select one major benefit			+
Start date		David David					0
End date		Project Details:					



What are the proposals being assessed?	Saving in 2019/20 from insurance
Which Department/ Division has the responsibility for this?	Corporate Services/ Resources

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

### Stage 2: Collecting evidence/ data

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

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

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

### Stage 3: Assessing impact and analysis

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

Protected characteristic	Tick which applies		Tick whic	h applies	Reason				
(equality group)	Positive impact		Potential negative impact		Briefly explain what positive or negative impact has been identified				
34	Yes	No	Yes	No					
Age		X		Х					
Disability		Х		Х					
Gender Reassignment		Х		Х					
Marriage and Civil		Х		Х					
Partnership									
Pregnancy and Maternity		X		Х					
Race		Х		Х					
Religion/ belief		Х		Х					
Sex (Gender)		Х		Х					
Sexual orientation		Х		Х					
Socio-economic status		Х		Х					

**APPENDIX 7** 

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

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

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

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

Stage 4: 0	Conclusion	of the	<b>Equality</b>	/ Analysis
------------	------------	--------	-----------------	------------

age.

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

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

OUTCOME	1 OUTCOME 2	OUTCOME 3	OUTCOME 4
X			

Stage 5: Sign off by Director/ Head of Service					
Assessment completed by	Paul Dale	Signature: Paul Dale	Date:29/11/2016		
Improvement action plan signed off by Director/ Head of Service	Paul Dale/ Assistant Director of Resources	Signature: Paul Dale	Date:29/11/2016		



What are the proposals being assessed?	Restructure of Housing Benefits section due to roll out of Universal Credit
Which Department/ Division has the responsibility for this?	Corporate Services/Customer Services Division

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

### Stage 2: Collecting evidence/ data

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

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

Analysis of live housing benefit caseload since January 2016 on a quarter by quarter basis

Analysis of the reduction of housing benefit caseload for neighbouring council who have fully implemented Universal Credit in their area.

The analysis has shown a 4.2% reduction in the housing benefit caseload (541 claims) since January 2016.

Analysis of number of new claims processed since April 16 compared to similar period in 2015.

### Stage 3: Assessing impact and analysis

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

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

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

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

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Any deletion of posts, where not achieved through existing vacancies or natural wastage, will be achieved through the use of the managing change process and in full consultation with Human Resources and StaffSide.	Use appropriate HR policy	Responses to consultation process	Dec 18	Existing	DK	

oles,	te that the full impact of the decision may only be known after the proposals have been implemented; therefore it is
<b>d</b> mb	portant the effective monitoring is in place to assess the impact.

Stage 4: Conclusion of the Equality Analysis

 $\Box$ 

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

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

OUTCOME 1	OUTCOME 2	OUTCOME 3	OUTCOME 4	
	X			

Stage 5: Sign off by Director/ Head of Service

Stage 5: Sign off by Director/ He	APPENDIX 7		
Assessment completed by	David Keppler, Head of Revenues and Benefits	Signature: David Keppler	Date: 29.11.16
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:



	Reduction in supplies and services budget (including printing, petrol and maintenance of Mayor's car).
Which Department/ Division has the responsibility for this?	Corporate Services/ Corporate Governance/Democracy Services

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

### Stage 2: Collecting evidence/ data

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

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

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

### Stage 3: Assessing impact and analysis

Rrotected characteristic	Tick whi	ch applies	Tick which	applies	Reason
tequality group)	Positiv	e impact	Potential negative impact		Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
Age		Х		X	
Disability		Х		Х	
Gender Reassignment		Х		Х	
Marriage and Civil		Х		Х	
Partnership					
Pregnancy and Maternity		Х		Х	
Race		Х		Х	
Religion/ belief		Х		Х	
Sex (Gender)		Χ		Х	
Sexual orientation		Х		Х	
Socio-economic status		Χ		Х	

**APPENDIX 7** 

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

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

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

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

Stage 4: Conclusion o	of the	<b>Equality</b>	<b>Analysis</b>
-----------------------	--------	-----------------	-----------------

₽age

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

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

OUTCOME 1	OUTCOME 2	OUTCOME 3	OUTCOME 4
X			

Stage 5: Sign off by Director/ Head of Service				
Assessment completed by	Julia Regan	Signature:J Regan	Date:28.11.16	
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:	



What are the proposals being assessed?	Reduction of front line staff following implementation of on-line transactional processes.
Which Department/ Division has the responsibility for this?	Corporate Services/Customer Services

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

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

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

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

#### Stage 3: Assessing impact and analysis

Protected characteristic	Tick whi	ch applies	Tick whic	h applies	Reason				
dequality group)		e impact	Pote negative	ntial	Briefly explain what positive or negative impact has been identified				
Φ	Yes	No	Yes	No					
<del>A</del> ge			Yes		Existing policies and procedures will be applied to ensure fairness.				
(B)isability			Yes		Following selection process a disabled member of staff may be vulnerable to redundancy. Existing policies and procedures will be applied to ensure fairness.				
Gender Reassignment				No	None				
Marriage and Civil Partnership				No	None				
Pregnancy and Maternity			Yes		Following selection process a female member of staff may be vulnerable to redundancy. Existing policies and procedures will be applied to ensure fairness.				
Race			Yes		Following selection process a member of staff from B&ME may be vulnerable to redundancy. Existing policies and procedures will be applied to ensure fairness.				
Religion/ belief			Yes		Following selection process a member of staff from a particular religious background may be vulnerable to redundancy. Existing policies and procedures will be applied to ensure fairness.				
Sex (Gender)			Yes		Disproportionate number of females employed within the Division. Following selection process a member of staff from a particular gender				

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

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Any redundancy may impact on one of the protected groups but will be done in accordance with agreed policy.	Any deletion of posts, where not achieved through existing vacancies or natural wastage, will be achieved through the use of the managing change process and in full consultation with Human Resources and StaffSide.	Reduction of base budget	March 2019	Existing resource	Sean Cunniffe	No

Æ,	ote that the full impact of the decision may	only be known a	after the proposals	have been implen	nented; therefore it	is
~	nportant the effective monitoring is in place	=		•	•	

Stage 4:	Conclusion	of the	Equality	/ Analy	ysis

 $\Box$ 

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

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

OUTCOME 1	OUTCOME 2	OUTCOME 3	OUTCOME 4
X			

### Stage 5: Sign off by Director/ Head of Service

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



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

What are the proposals being assessed?	Proposed budget saving CS2016-08 which relates to the generation of income through the commercial letting of vacant office space within the Merton Civic centre to external organisations which has been assessed as not having any potential equalities impact implications.
Which Department/ Division has the responsibility for this?	Corporate Services – Infrastructure & Transactions Division

Stage 1: Overview	
Name and job title of lead officer	Mark Humphries, Assistant Director Infrastructure & Transactions
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, reletion of posts, changing criteria e.c.)	CS2016-08 relates to the generation of income through the commercial letting of vacant office space within Merton Civic centre to partner and commercial organisations. The co-location of staff from health to work within the same building as Merton colleagues will provide opportunities to improve efficiency through more integrated working that should result in improved outcomes for local residents.
2. How does this contribute to the council's corporate priorities?	The councils current target operating model for the physical locations layer is to reduce demand for office space and minimise operating costs by adopting modern flexible working practices, and to let vacant space to partner organisations in order to improve outcomes through more integrated services and also generate savings and income.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	No direct impact on Merton staff but the proposals to co-locate colleagues from health within the same building should provide opportunities to improve efficiency through integrated working that will result in improved service delivery and better outcomes for local residents.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	None.

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

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

None considered as the proposal does not have any adverse impact on any specific groups or individuals.

## Stage 3: Assessing impact and analysis

Protected characteristic	Tick wh	ich applies	Tick whic	h applies	Reason				
(equality group)	Positiv	e impact	Pote	ntial	Briefly explain what positive or negative impact has been identified				
<u></u>			negative	impact					
Ō	Yes	No	Yes	No					
Age	X			X	Improve efficiency through integrated working will result in improved service delivery and better outcomes for local residents.				
Disability	Х			Х	Improve efficiency through integrated working will result in improved service delivery and better outcomes for local residents.				
Gender Reassignment					None				
Marriage and Civil					None				
Partnership									
Pregnancy and Maternity	Х			Х	Improve efficiency through integrated working will result in improved service delivery and better outcomes for local residents.				
Race					None				
Religion/ belief					None				
Sex (Gender)	Х			Х	Improve efficiency through integrated working will result in improved service delivery and better outcomes for local residents.				
Sexual orientation					None				
Socio-economic status					None				

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

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

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

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

S	tage 4: Conclusion of the Equality Analysis
Ø	Which of the following statements best describe the outcome of the EA (Tick one box only)  Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

OUTCOME 1	OUTCOME 2	OUTCOME 3	OUTCOME 4
X			

Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	Mark Humphries – Assistant Director Infrastructure & Transactions	Signature: Mark Humphries	Date: 29 <sup>th</sup> November 2016
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:



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

What are the proposals being assessed?	Review of management costs within CSF to deliver savings over 2016/18 – CSF 2015-07 & CSF 2016 -03
Which Department/ Division has the responsibility for this?	CSF Cross cutting

Stage 1: Overview	
Name and job title of lead officer	Director of CSF
1. What are the aims, objectives  and desired outcomes of your  Proposal? (Also explain proposals  G.g. reduction/removal of service,  deletion of posts, changing criteria  (A)	In the light of the level of savings needed across CSF and the impact on the size and scope of the department to review service structures and to design new structures to enable the department to reduce management costs and remain fit for purpose. At this stage we expect this will require a reduction of 16-119 posts from a total of 268FTE. There will be a focus on core functions in education and social care and we will redesign our workforce across a smaller overall department.
2. How does this contribute to the council's corporate priorities?	CSF delivers the council's statutory education, children's social care, early years and youth justice and broader statutory functions relating to children schools and families. The department is down-sizing but must remain fit for purpose with appropriate spans of management to operate a safe and effective set of services within the reduced resources available. A smaller workforce will reduce our ability to work on cross cutting issues and new developments.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The leadership and management team of the department with be most affected and there will need to be consultation with staff and partners as we deliver integrated children's services through our Children's trust and MSCB partnerships
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	This proposal cuts across CSF but will need to be considered by CMT and partners as it may impact on the department's ability to contribute to shared work and objectives internally and externally. We will use the Council's agreed HR policies and procedures for restructuring. An EA will be developed for the service change staffing proposals as and when we are able to be clearer about the exact number of staff reductions required, the affected divisions and services. We will require new systems to be embedded, primarily (MOSAIC) and to have embedded flexible working across the department. Work is already underway in terms of developing the CSF workforce to be more highly skilled and flexible, therefore, meeting the

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

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

CSF's workforce is diverse and the profile shows that BME staff and women are well represented at most layers in the organisation. We are below our target for employees with disabilities but have some evidence of colleagues with disabilities not identifying themselves formally out of choice. The development of proposals to reshape the department's management structures will be undertaken through the council's agreed processes and there will be particular consideration of the impact of any changes on protected groups. Detailed impact assessments will be undertaken as the project is initiated and throughout the process. HR will provide both advice and challenge to ensure impact is not disproportionately felt on protected groups. The council has statutory duties as an employer which it will also need to fulfil and will need to reconcile any competing requirements across these different legislative areas. During the review of our processes we will ensure they are LEAN.

#### Stage 3: Assessing impact and analysis

Page

S

Protected characteristic (equality group)		ch applies e impact	Tick which applies Potential		Reason Briefly explain what positive or negative impact has been identified
(14) 9. 1		•	negative	impact	
	Yes	No	Yes	No	1
Age					At this stage of process it is not possible to evidence impact for the different characteristics, however, detailed assessments will be undertaken throughout the development and implementation stages to ensure impact does not fall disproportionately on particular protected groups
Disability					See above

		APPENDIX 7
Gender Reassignment	See above	ALL LINDIX I
Marriage and Civil Partnership	See above	
Pregnancy and Maternity	See above	
Race	See above	
Religion/ belief	See above	
Sex (Gender)	See above	
Sexual orientation	See above	
Socio-economic status	See above	

7.	7. If you have identified a negative impact, how do you plan to mitigate it?					
N	/A					
St	tage 4: Conclusion of the Equality Analysis					
0	tage 4. Conclusion of the Equality Analysis					
8.	Which of the following statements best describe the outcome of the EA (Tick one box only) Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for furth outcomes and what they mean for your proposal	ner information about these				
	Outcome 1 – The EA has not identified any potential for discrimination or negative impact and all opportunit being addressed. No changes are required.	ies to promote equality are				
X	Outcome 2 – The EA has identified adjustments to remove negative impact or to better promote equality. A this should be included in the Action Plan.	ctions you propose to take to d				
Pac	Outcome 3 – The EA has identified some potential for negative impact or some missed opportunities to propossible to mitigate this fully. If you propose to continue with proposals you must include the justification for include actions you propose to take to remove negative impact or to better promote equality in the Action Plaproposed action is in line with the PSED to have 'due regard' and you are advised to seek Legal Advice.	this in Section 10 below, and				

Outcome 4 – The EA shows actual or potential unlawful discrimination. Stop and rethink your proposals.

#### **Stage 5: Improvement Action Pan**

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources ?	Lead Officer	Action added to divisional/ team plan?
To review proposals and implementation at key points to ensure EA is not disproportionate.	Undertake EA's at key stages of the process: design; implementation	EA's undertaken	To be determin ed as part of program me	Existing	CSF Busines s partner	
e 156						

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

### **Stage 6: Reporting outcomes**

#### 10. Summary of the equality analysis

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

Programme management to include an overview and actions to mitigate any potential negative equalities implications, to be developed with HR Business Partner and DMT (CSF).

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Carol Cammiss	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Yvette Stanley	Signature:	Date:



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

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

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

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

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

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

#### **Stage 3: Assessing impact and analysis**

 $\Box$ 

Rrotected characteristic	Tick whi	ch applies	Tick which applies Potential		Reason
(Pequality group)	Positiv	e impact			Briefly explain what positive or negative impact has been identified
<del>``</del>			negative	impact	
50	Yes	No	Yes	No	
Age		Х		Х	service provision should be enhanced
Disability		Х		Х	service provision should be enhanced
Gender Reassignment		Х		Х	service provision should be enhanced
Marriage and Civil		Х		Х	service provision should be enhanced
Partnership					
Pregnancy and Maternity		Х		Х	service provision should be enhanced
Race		Х		Х	service provision should be enhanced
Religion/ belief		Х		Х	service provision should be enhanced
Sex (Gender)		Х		Х	service provision should be enhanced
Sexual orientation		Х		Х	service provision should be enhanced
Socio-economic status	Х		х		Those able to afford it will potentially receive a faster service.

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
If any identified through service level changes	Action plan to mitigate	Measuring customer feedback	2018	Additional for monitoring	Neil Milligan	no

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

7		
U		
tage 4: Conclusion of the Equality Analys	•	
stage 4: Conclusion of the Equality Analys	IS	
TO T		

# ळु

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

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

OUTCOME 1	OUTCOME 2	OUTCOME 3	OUTCOME 4	
	X			

Stage 5: Sign off by Director/ Head of Service					
Assessment completed by	Neil Milligan Building and Development Control Manager	Signature:	Date: 2 <sup>nd</sup> Dec 2016		
Improvement action plan signed off by Director/ Head of Service	James McGinlay Head of Service (Sustainable Communities)	Signature:	Date: 2 <sup>nd</sup> Dec 2016		



# **D&BC3 Commercialisation of Building Control**

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

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

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

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

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

#### Stage 3: Assessing impact and analysis

Protected characteristic	Tick whi	ch applies	Tick which applies		Reason		
(equality group)	Positiv	e impact	Pote	ntial			
( ) ( ) ( )		-	negative	impact			
	Yes	No	Yes	No			
Age		Х		Х	service provision should be enhanced		
Disability		Х		Х	service provision should be enhanced		
Gender Reassignment		Х		Х	service provision should be enhanced		
Marriage and Civil		Х		Х	service provision should be enhanced		
Partnership							
Pregnancy and Maternity		Х		Х	service provision should be enhanced		
Race		Х		Х	service provision should be enhanced		
Religion/ belief		Х		Х	service provision should be enhanced		
Sex (Gender)		Х		Х	service provision should be enhanced		
Sexual orientation		Х		Х	service provision should be enhanced		
Socio-economic status		Х		Х	service provision should be enhanced		

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
If any identified through service level changes	Action plan to mitigate	Measuring customer feedback	2018	Additional for monitoring	Neil Milligan	no

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

<u>S</u> ta	age 4: Conclusion of the Equ	ality Analysis		
_		ments best describe the outcon carrying out Equality Impact Assessm or your proposal		
	OUTCOME 1	OUTCOME 2	OUTCOME 3	OUTCOME 4
	V			

Stage 5: Sign off by Director/ Head of Service					
Assessment completed by	Neil Milligan (DC& BC Manager)	Signature:	Date:2 <sup>nd</sup> Dec 2016		
Improvement action plan signed off by Director/ Head of Service	James McGinlay (Head of Sustainable Communities)	Signature:	Date:2 <sup>nd</sup> Dec 2016		



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

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

Stage 1: Overview	
Name and job title of lead officer	Neil Milligan, Building and Development Control Manager
1. What are the aims, objectives and desired outcomes of your	A recent shared service formal investigation and review resulted in an agreement to collaborate with Kingston and Sutton on aspects of the service to realise savings.
proposal? (Also explain proposals	1) Shared website page development
G.g. reduction/removal of service, deletion of posts, changing criteria	2) Recruitment collaboration
(cfc)	3) application validation procedures
	The concept allows a potential transitional and less risky move towards future shared services with Kingston and Sutton incorporating savings in 2018/9
	1) Shared Building Control, enforcement and admin teams and investigation of other shared service options
	2) Increased income generation from planning performance agreements and revised pre application charging
	3) Joint re-procurement of M3 Northgate systems (Sutton and Kingston may be doing this separately)
	4) Improved efficiency and resilience with larger teams.
	5) Efficiencies delivered through Mobile and flexible working arrangement rollout and other TOM improvements
	6) Potential outsourcing of admin scanning functions
	7) Joint recruitment strategies and shared staff during peak work periods
	8) Joint web page collaboration.
2. How does this contribute to the	Designed to deliver savings and improvements to the service. Shared services are designed to reduce the

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

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

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

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

#### Stage 3: Assessing impact and analysis

Protected characteristic	Tick whi	ch applies	Tick whic	h applies	Reason				
சூquality group)	Positive impact		Potential negative impact		Briefly explain what positive or negative impact has been identified				
	Yes No		Yes	No					
Age		Χ		Х	service provision could be enhanced				
Disability		Χ		Х	service provision could be enhanced				
Gender Reassignment		Χ		Х	service provision could be enhanced				
Marriage and Civil		Х		Х	service provision could be enhanced				
Partnership									
Pregnancy and Maternity		Χ		Х	service provision could be enhanced				
Race		Х		Х	service provision could be enhanced				
Religion/ belief		Х		Х	service provision could be enhanced				
Sex (Gender)		Х		Х	service provision could be enhanced				
Sexual orientation		Х		Х	service provision could be enhanced				
Socio-economic status		Х		Х	service provision could be enhanced				

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
If any identified through service level changes	Action plan to mitigate	Measuring customer feedback	2018	Additional for monitoring	Neil Milligan	no

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

Stage 4: Conclusion of the Equality Analysis								
	ements best describe the outcor carrying out Equality Impact Assessn or your proposal							
OUTCOME 1	OUTCOME 2	OUTCOME 3	OUTCOME 4					
X								

Stage 5: Sign off by Director/ Head of Service							
Assessment completed by	Neil Milligan (DC& BC Manager)	Signature:	Date: 2 <sup>nd</sup> Dec 2016				
Improvement action plan signed off by Director/ Head of Service	James McGinlay (Head of Service, Sustainable Communities)	Signature:	Date: 2 <sup>nd</sup> Dec 2016				



# **ENR1** Further Expansion of the Shared Regulatory Service

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

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

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

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

## **Demographic & Commercial Data**

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

## **y**tage 3: Assessing impact and analysis © ົດ. From the evidence you have consider

Protected characteristic	Tick whi	ch applies	Tick which	n applies	Reason
(equality group)	Positiv	e impact			Briefly explain what positive or negative impact has been identified
			negative	impact	
	Yes	No	Yes	No	
Age		X		X	
Disability		Х		Х	
Gender Reassignment		Х		Х	
Marriage and Civil		Х		Х	
Partnership					
Pregnancy and Maternity		Х		Х	
Race		Х		Х	
Religion/ belief		Х		Х	
Sex (Gender)		Χ		Х	
Sexual orientation		Χ		Х	
Socio-economic status		Χ		Х	

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Not applicable	N/A	N/A	N/A	N/A	N/A	N/A

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

Stage 4: Conclusion of t	the Equality Analysis
--------------------------	-----------------------

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

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

OUTCOME 1	OUTCOME 2	OUTCOME 3	OUTCOME 4	
X				

Stage 5: Sign off by Director/ Head of Service									
Assessment completed by	Paul Foster, Head of the RSP	Signature:	Date: 06/12/ <mark>2016</mark>						
Improvement action plan signed off by Director/ Head of Service	John Hill, Assistant Director, Public Protection	Signature:  The fittel	Date: 06/12/2016						



# **ENR2 Pay and Display Bays**

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

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

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

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

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

#### Stage 3: Assessing impact and analysis

Rrotected characteristic	Tick which applies Tick which a Positive impact Potenti negative ir		Tick which applies		Reason
(equality group)				Briefly explain what positive or negative impact has been identified	
72	Yes	No	Yes	No	
Age		Х		Х	
Disability		Х	х		The car parks have dedicated blue badge bays but blue badge holders can still park in On Street Pay and Display Spaces for free with no limit on time parked.
Gender Reassignment		Х		Х	
Marriage and Civil Partnership		Х		Х	
Pregnancy and Maternity		Х		Х	
Race		Х		Х	
Religion/ belief		Х		Х	
Sex (Gender)		Х		Х	
Sexual orientation		Х		Х	
Socio-economic status		Х		Х	

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Stopping of free parking of blue badge holders Council run pay and display car park	None as alternative free parking is available in Council run pay and display parking bays.	An increase in the number of blue badge holders parking on street	12 months from the date of introduction	NA	Paul Walshe	NA

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

	tage 4:	Conclusion	of the	<b>Equality</b>	Analysis
--	---------	------------	--------	-----------------	----------

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

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

OUTCOME 1	OUTCOME 2	OUTCOME 3	OUTCOME 4
	X		

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



# **ENR3 Parking Services – Town Centre Season Tickets.**

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

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

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

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

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

#### Stage 3: Assessing impact and analysis

Protected characteristic	Positive impact		Potential negative impact		Reason		
dequality group)					Briefly explain what positive or negative impact has been identified		
<del></del>	Yes	No	Yes	No			
Age		Х		Х			
Disability		Х		Х	This will not affect Blue Badge holder as free parking is provided.		
Gender Reassignment		Х		Х	-		
Marriage and Civil		Х		Х			
Partnership							
Pregnancy and Maternity		Х		Х			
Race		Х		Х			
Religion/ belief		Х		Х			
Sex (Gender)		Х		Х			
Sexual orientation		Х		Х			
Socio-economic status		Х	Х		This may affect some people who are unable to fund the proposed increase in charges.		

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Increase in charges	None as the purpose is to manage (reduce) demand	The numbers of permits/season tickets purchased for town centre car parks is reduced.	12 months from the introduction of changes.	NA	Paul Walshe	NA

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

<u> </u>				
Stage 4:	Conclusion	of the	<b>Equality</b>	/ Analysis

_
Ø
⁄ጭ-

J

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

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

OUTCOME 1	OUTCOME 2	OUTCOME 3	OUTCOME 4
	X		

Stage 5: Sign off by Director/ He	ead of Service		
Assessment completed by	Paul Walshe Head of Parking and CCTV Services	Signature:	Date: 5 <sup>th</sup> Dec 2016
Improvement action plan signed off by Director/ Head of Service	John Hill Head of Public Protection	Signature:	Date: 6 <sup>th</sup> Dec 2016



# **ENR4** Monitoring of CCTV - Businesses

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

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

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

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

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

## Stage 3: Assessing impact and analysis

Rrotected characteristic	Tick whi	ch applies	Tick which	applies	Reason
(equality group)	Positiv	e impact	Poter	ntial	Briefly explain what positive or negative impact has been identified
L 1			negative	impact	
78	Yes	No	Yes	No	
Age		Х		Х	
Disability		Х		Х	
Gender Reassignment		Х		Х	
Marriage and Civil		Х		Х	
Partnership					
Pregnancy and Maternity		Х		Х	
Race		Х		Х	
Religion/ belief		Х		Х	
Sex (Gender)		Х		Х	
Sexual orientation		Х		Х	
Socio-economic status		Х		Х	

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

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

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

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

Stage 4:	Conclusion	of the	<b>Equality</b>	Analysis
----------	------------	--------	-----------------	----------

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

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

OUTCOME 1	OUTCOME 2	OUTCOME	3 OUTCOME 4
x			

Stage 5: Sign off by Director/ He	ead of Service		
Assessment completed by	Paul Walshe Head of Parking and CCTV Services	Signature:	Date: 5 <sup>th</sup> December 2016
Improvement action plan signed off by Director/ Head of Service	John Hill Head of Public Protection	Signature:	Date: 6 <sup>th</sup> December 2016



# **ENR5** Deletion of one Senior Management Post

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

Stage 1: Overview	
Name and job title of lead officer	Rachel Mawson Transport Services Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, eletion of posts, changing criteria etc)	The current role of the Transport Services Manager is to coordinate the many strands of the current Transport Operation, provide Strategic Planning and Guidance for all transport operations and also to act as Transport Manager and hold the Operator's Licence and prime responsibility for the safe and legal operation of the HGV vehicles.
	Following the restructure of transport as a result of Phase C and the Transport Review Board proposals, the current structure of Transport Services will be fragmented during 2017:
	<ul> <li>The Operator's' Licence and responsibilities for the safe and proper operation of the HGV Fleet will transfer in April 2017 to new contractors as part of the Phase C outsourcing of Waste Services.</li> </ul>
	<ul> <li>The Passenger Transport Commissioning function, which includes the commissioning of Taxis, will be transferred to CSF.</li> </ul>
	<ul> <li>The Fleet Management function, which includes the procurement of vehicles and the management and funding of the Retained Fleet, will probably be transferred to the Contract Management function of E&amp;R.</li> </ul>
	<ul> <li>The management structure and placement of the remaining Passenger Transport fleet has yet to be resolved.</li> </ul>
	Thus there will no longer be a requirement for a dedicated Transport Manager with responsibility for the Operators Licence, or for a Senior Manager to coordinate and provide strategic planning and guidance for the combined functions of the current Transport Services. These functions will either be no longer required, or will be delegated to managers within the new host teams.
2. How does this contribute to the council's corporate priorities?	Reduces head count. Flattens structure.

		APPENDIX 7
3. Who will be affected by this	All vehicle using units and teams remaining within LBM.	ALL LINDIX I
proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Impact will be negligible once unit has been dispersed.	
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Responsibility will lie solely within E&R	

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

Business plans and structure proposals for E&R post Phase C.

Minimal impact on equality groups.

ge

# tage 3: Assessing impact and analysis

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

Protected characteristic	Tick which applies		Tick which applies		Reason
(equality group)	Positiv	e impact			Briefly explain what positive or negative impact has been identified
			negative	impact	
	Yes	No	Yes	No	
Age			х		Senior Management roles are often held by an older person.
Disability					No areas for concern
Gender Reassignment					No areas for concern
Marriage and Civil					No areas for concern
Partnership					
Pregnancy and Maternity					No areas for concern
Race					No areas for concern
Religion/ belief					No areas for concern

Sex (Gender) x Area of work is a traditionally male dominated field.

Sexual orientation No areas for concern

Socio-economic status No areas for concern

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Age - Loss of a role usually held by an older person $0$	this will be mitigated by monitoring the workforce profile and using the managing change process and/or future recruitment within the division to balance as far as reasonably possible the profile to reflect the organisation's goals.	Achievement of organisation's target	2018/19	existing	R Mawson	
Gender - Area of operation is traditionally male dominated; current post holder is female.	this will be mitigated by monitoring the workforce profile and using the managing change process and/or future recruitment within the division to balance as far as reasonably possible the profile to reflect the organisation's goals	.Achievement of organisation's target	2018/19	existing	R Mawson	

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

Stage 4: C	onclusion	of the	Equality	/ Analy	ysis
------------	-----------	--------	----------	---------	------

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

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

OUTCOME 1	OUTCOME 2	OUTCOME 3	OUTCOME 4
	X		

Stage 5: Sign off by Director/ Head of Service										
ssessment completed by	Rachel Mawson	Signature:	Date:23/11/16							
(O	Transport Services Manager									
Pmprovement action plan signed	Cormac Stokes	Signature:	Date: 2 <sup>nd</sup> Dec 2016							
लेंff by Director/ Head of Service	Head of Street Scene and Waste									
ω			•							

# **Equality Analysis**



# **ENR6 Wider Department restructure**

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

Stage 1: Overview							
Name and job title of lead officer	Cormac Stokes, Head of Street Scene & Waste						
What are the aims, objectives  And desired outcomes of your  Foroposal? (Also explain proposals  a.g. reduction/removal of service,	Following contract award in (Dec2016) To undertake a review of the administration services with the aim of moving from a support function towards a commercialized commissioning and clienting service post Phase C						
coeletion of posts, changing criteria	The areas in scope of Phase C procurement cover a number of environmental services as part of the South London Waste Partnership (SLWP) This will include						
	Waste Collection and recycling Commercial waste Street Cleaning Winter Maintenance Vehicle Maintenance						
	Indirectly Leisure and Green Spaces will be impacted as In scope of this review.						
2. How does this contribute to the council's corporate priorities?	To provide robust commercial acumen and identify areas of further savings.						
Who will be affected by this proposal? For example who are	The current proposal is for the procurement to provide the same level of service minimising any impact on residents						
the external/internal customers, communities, partners, stakeholders, the workforce etc.	The staff delivering these universal service are directly impacted and may be required to transfer to a new provider under full TUPE regulations						
Stationology the Workford Cto.	The staff that remains with the council will be required to adapt to changing roles and						

		ADDENIDIY 7
	responsibilities.	AFFENDIA I
4. Is the responsibility shared with another department, authority or	This project has a direct impact on two main areas.  Street Scene / waste – Cormac Stokes	
organisation? If so, who are the partners and who has overall	There are indirect links to Parks and Green Spaces –James McGinlay	
responsibility?	,	

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

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

- 1. skill matrix and change management to be conducted following outcome of SLWP contract award (phase C)
- 2.

### Stage 3: Assessing impact and analysis

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

Protected characteristic	Tick whi	ch applies	Tick whic	h applies	Reason
@quality group)	Positiv	e impact	Pote		
0,			negative	impact	
	Yes	No	Yes	No	
Age		✓		✓	
Disability		✓		✓	
Gender Reassignment		✓		✓	
Marriage and Civil		✓		✓	
Partnership					
Pregnancy and Maternity		<b>✓</b>		✓	
Race					
Religion/ belief		<b>✓</b>		✓	
Sex (Gender)		✓		✓	
Sexual orientation		✓		✓	
Socio-economic status		✓		✓	

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

1.	
Sta	affing levels will reduce. The managing workforce change policy will be used to mitigate any negative impact.
Sta	age 4: Conclusion of the Equality Analysis
8.	Which of the following statements best describe the outcome of the EA (Tick one box only)  Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal
	Outcome 1 – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. No changes are required.
✓	Outcome 2 – The EA has identified adjustments to remove negative impact or to better promote equality. Actions you propose to take to do this should be included in the Action Plan.
Page	Outcome 3 – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have 'due regard' and you are advised to seek Legal Advice.

Outcome 4 – The EA shows actual or potential unlawful discrimination. Stop and rethink your proposals.

### **Stage 5: Improvement Action Pan**

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

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

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

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

stage 6: Reporting outcomes

### 10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome 2 Assessment

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

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

Stage 7: Sign off by Director/ Head of Service						
Assessment completed by	Charles Baker	Signature:	Date: 02/12/2016			
Improvement action plan signed off by Director/ Head of Service	Cormac Stokes	Signature:	Date: 02/12/2016			

# **Equality Analysis**



# **ENR7 Shared Fleet Services**

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

Stage 1: Overview	
Name and job title of lead officer	Rachel Mawson
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, eletion of posts, changing criteria etc)	LBM will require Fleet Management services for the Retained Fleet. The proposal is to provide fleet management services for Sutton for their Retained Fleet, thereby sharing services, reducing costs and increasing income to LBM.
How does this contribute to the Souncil's corporate priorities?	Additional income, shared services and reduced costs.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	All vehicle using units and teams remaining within LBM and Sutton post Phase C.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	It is as yet unclear where the retained fleet management service will sit post Phase C, but it is anticipated that it will remain within E&R

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

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

Business plans and structure proposals for E&R post Phase C.

No anticipated impact on equality groups.

# Stage 3: Assessing impact and analysis

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

Protected characteristic	Tick whi	ch applies			Reason				
(equality group)	Positiv	e impact			Briefly explain what positive or negative impact has been identified				
<del></del>									
90	Yes	No	Yes	No					
Age					No areas for concern				
Disability					No areas for concern				
Gender Reassignment					No areas for concern				
Marriage and Civil					No areas for concern				
Partnership									
Pregnancy and Maternity					No areas for concern				
Race					No areas for concern				
Religion/ belief					No areas for concern				
Sex (Gender)					No areas for concern				
Sexual orientation					No areas for concern				
Socio-economic status					No areas for concern				

**APPENDIX 7** 

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

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

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

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

St	age 4: Conclusion of the Equ	uality Analysis		
<sup>3</sup> ag <del>ie</del> 191	Which of the following state Please refer to the guidance for outcomes and what they mean f	carrying out Equality Impact Assess	ome of the EA (Tick one box only) ments is available on the intranet for fu	) urther information about these
	OUTCOME 1	OUTCOME 2	OUTCOME 3	OUTCOME 4

Stage 5: Sign off by Director/ Head of Service							
Assessment completed by	Rachel Hargreave Mawson Transport Services Manager	Signature:	Date:23/11/16				
Improvement action plan signed off by Director/ Head of Service	Cormac Stokes	Signature:	Date: 2 <sup>nd</sup> Dec 2016				

# **Equality Analysis**



# **ENR8 Increased Income from Rent Reviews**

What are the proposals being assessed?	Increased income from rent reviews
Which Department/ Division has the responsibility for this?	Environment & Regeneration Dept. Sustainable Communities Division.

Stage 1: Overview	
Name and job title of lead officer	Howard Joy Property Management & Review Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, eletion of posts, changing criteria etc)	Increase in income from rent reviews of non-operational properties.
How does this contribute to the council's corporate priorities?	n/a
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The proposal will increase income to the council.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No other departments or partners will be affected by this proposal.

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

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

The proposal is not a new or changing policy, services or function' or a financial decision that will have an impact on services. This proposal will have no impact on the protected characteristics (equality groups). Collection of data is therefore not applicable.

# Stage 3: Assessing impact and analysis

 $\Box$ 

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

<del>.0)</del>	T		T		
Brotected characteristic	Tick which applies				Reason
—————————————————————————————————————	Positiv	e impact	impact Potential		
<u> </u>			negative	impact	
ထ္ Age	Yes	No	Yes	No	
Age		Х		Х	
Disability		Х		Х	
Gender Reassignment		X		Х	
Marriage and Civil		Х		Х	
Partnership					
Pregnancy and Maternity		Χ		Х	
Race		Χ		Х	
Religion/ belief		Χ		Х	
Sex (Gender)		Χ		Х	
Sexual orientation		Χ		Х	
Socio-economic status		Х		Х	

**APPENDIX 7** 

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

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

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

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

Stage 4: Conclusion of the Eq	uality Analysis	-	
• Which of the following state	ements best describe the outcor carrying out Equality Impact Assessm for your proposal		
OUTCOME 1	OUTCOME 2	OUTCOME 3	OUTCOME 4
X			

Stage 5: Sign off by Director/ Head of Service							
Assessment completed by	Howard Joy	Signature:	Date:2 <sup>nd</sup> Dec 216				
Improvement action plan signed off by Director/ Head of Service	James McGinlay. Head of Sustainable Communities	Signature:	Date: 2 <sup>nd</sup> Dec 2016				

# **Equality Analysis**



# **ENR9** Increased Level of Enforcement Activity

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

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

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

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

1. Litter is the number one concern of our residents

# Stage 3: Assessing impact and analysis

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

Protected characteristic	Tick which applies		Tick whic	h applies	Reason
(equality group)	Positiv	e impact	Pote	ntial	Briefly explain what positive or negative impact has been identified
<b>—</b> · · · · · · · · · · · · · · · · · · ·			negative	impact	
96	Yes	No	Yes	No	
Age		✓		✓	
Disability		✓		✓	
Gender Reassignment		✓		✓	
Marriage and Civil		✓		✓	
Partnership					
Pregnancy and Maternity		✓		✓	
Race					
Religion/ belief		✓		✓	
Sex (Gender)		✓		<b>√</b>	
Sexual orientation		✓		<b>√</b>	
Socio-economic status		✓		✓	

7.	If you have identified a negative impact, how do you plan to mitigate it?	AFFENDIA I
1.		
N//	A	
Sta	age 4: Conclusion of the Equality Analysis	
8.	Which of the following statements best describe the outcome of the EA (Tick one box only) Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for furth outcomes and what they mean for your proposal	er information about these
✓	Outcome 1 – The EA has not identified any potential for discrimination or negative impact and all opportunition being addressed. No changes are required.	es to promote equality are
	Outcome 2 – The EA has identified adjustments to remove negative impact or to better promote equality. Action should be included in the Action Plan.	tions you propose to take to do
Pa	Outcome 3 – The EA has identified some potential for negative impact or some missed opportunities to pronpossible to mitigate this fully. If you propose to continue with proposals you must include the justification for to include actions you propose to take to remove negative impact or to better promote equality in the Action Pla	his in Section 10 below, and

proposed action is in line with the PSED to have 'due regard' and you are advised to seek Legal Advice.

Outcome 4 – The EA shows actual or potential unlawful discrimination. Stop and rethink your proposals.

### **Stage 5: Improvement Action Pan**

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

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

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

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

# stage 6: Reporting outcomes

### 10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome 1

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

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

# **Equality Analysis**



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

What are the proposals being assessed?		Budget saving CH 70 Home Care re-commissioning - With additional investment into the service we plan a full implementation of new Home Care contracts in second full year, transferring all legacy spot placements and incentivising providers to reduce packages of care.			
Which Department/ Division has th	e responsibility for this?	Community & Housing / Adult Social Care - Commissioning			
Stage 1: Overview					
Name and job title of lead officer	Richard Ellis, Interim Hea	d of Commissioning			
1. What are the aims, objectives and desired outcomes of your oposal? (Also explain groposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The home care contracts are due to be re-commissioned during 2017 as the current framework contract expires. The current contract has not been working effectively, with providers exiting due to inflexibility and fixed prices. As a result a significant amount of care is spot purchased on a wide range of rates. The new contracts will be procured at a price that is sustainable for the sector and affordable to the council. As a result, once fully implemented packages of care on higher rates will be transferred to the newly appointed providers, generating a saving to the council of c £400k pa.				
How does this contribute to the council's corporate priorities?	The Adult Social Care Service plan and TOM contribute to the council's overall priorities and will ensure that the savings targets are achieved in line with the corporate Business Plan and the Medium Term Financial Strategy. It is also in line with the July principles, adopted in 2011 by councillors, which sets out guiding strategic priorities and principles, where the order of priority services should be to continue to provide everything which is statutory and maintain services, within limits, to the vulnerable and elderly, with the council being an enabler, working with partners to provide services.				
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	improved access to carers their existing care agency practice, including approp workforce. The council w	ices will be affected by the proposals. The impact should be mainly beneficial with s and better reliability and quality of care. Some service user may have to move to a new agency. The new contracts will aim to promote good employment oriate training and development, and so should be beneficial to the external care ill be offering a better service to vulnerable people, will have greater assurance on will save on higher spot purchase fees.			
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The responsibility is share	ed with the appointed care agencies, as care providers and as employers.			

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

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

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

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

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

# D

# tage 3: Assessing impact and analysis

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

Protected characteristic	Tick which applies Positive impact		Tick whicl	n applies	Reason
(equality group)			Potential negative impact		Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
Age	х		Х		The new contracts should improve quality of service, but users may have to switch provider which can be disruptive
Disability	х		Х		The new contracts should improve quality of service, but users may have to switch provider which can be disruptive
Gender Reassignment	х			Х	The consolidation of work should enable better training and assignment of appropriate care workers
Marriage and Civil Partnership		Х		Х	
Pregnancy and Maternity		Х		Х	
Race		Х		Х	
Religion/ belief	Х			Х	The consolidation of work should enable better training and assignment of

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

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Some service users	The transfer of existing packages of care will happen gradually and over time to ensure safe and appropriate transfer and to minimise disruption to service users. No deadline will be set	By careful monitoring of the transfers with providers	Dec 2018	Existing	Godfrey Luggya	

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

# Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1	OUTCOME 2	OUTCOME 3	OUTCOME 4
	<b>✓</b>		

The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. No changes care required.

The EA has identified adjustments to remove negative impact or to better promote equality. Actions you propose to take to do this should be included in the Action Plan.

The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully.

The EA shows actual or potential unlawful discrimination. Stop and rethink your proposals.

N Stage 5: Sign off by Director/ Head of Service						
Assessment completed by	Richard Ellis, Interim Head of Commissioning	Signature: Richard Ellis	Date: 29.11.15			
Improvement action plan signed off by Director/ Head of Service	Simon Williams, Director of Community and Housing	Signature: Simon Williams	Date: 29.11.15			

# **Equality Analysis**



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

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

Stage 1: Overview	
Name and job title of lead officer	Anthony Hopkins, Head of Library, Heritage & Adult Education Service
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria (etc)	Merton Arts Space is a new multi-use space at Wimbledon Library that has been developed with an Arts Council grant with the aim of increasing engagement amongst residents with arts and libraries. The grant enabled the space to be enhanced as library space during normal opening hours and to be used for arts and cultural activities outside of normal opening hours.
e 203	Part of the project and the sustainability of the space is to generate income from private use of the space by arts and other organisations. The proposal included for 2019/20 provides some estimates from additional income to be generated from the space through arts and commercial lettings.
2. How does this contribute to the	This proposal contributes towards the following corporate priorities:
council's corporate priorities?	Work to support by economic growth, by increasing skills
	Work to increase economic growth
	Value for money
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Wimbledon Library has over 461,000 customer visits per annum (source 2015/16 CIPFA data). In the first 6 months of running activities in Merton Arts Space there have been 24,423 audience members who have engaged with arts activities with 2,522 participants in the activities and 123 artists used.  This proposal should not affect the existing use of the space by library customers or arts organisations but will mean the space will be available more for out of hours private bookings.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Merton Arts Space is managed by the Library, Heritage & Adult Education Service. The project has been delivered in collaboration with a number of local arts and community groups including Wimbledon College of Art, Attic Theatre Company, Merton Music Foundation, Love Wimbledon and over 60 other local organisations. This collaborative approach to the use and management of the space is proposed to continue and will focus to a greater extent on generating income to ensure the long term sustainability of the

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

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

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

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

# Stage 3: Assessing impact and analysis

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

Protected characteristic	Tick whi	ch applies	Tick whic	h applies	Reason
(equality group)	Positive impact		Potential negative impact		Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
Age	<b>√</b>			<b>√</b>	The project aims to increase engagement amongst all protected characteristics with arts and libraries. The income generated will ensure that the new service is sustainable and will continue to deliver a diverse range of activities whilst drawing in commercial income where possible.
Disability	✓			✓	
Gender Reassignment	✓			✓	
Marriage and Civil	✓			✓	
Partnership					
Pregnancy and Maternity	✓			✓	
Race	✓			✓	
Religion/ belief	✓			✓	
Sex (Gender)	✓			✓	
Sexual orientation	✓			✓	
Socio-economic status	✓			✓	

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

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

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

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

Stane	4.	Conclusion	of t	he Fo	urality	, Δnal	veie
Stage	4.	Conclusion	OI L	ne Ec	luanty	Anary	/212

<u>කුල</u>.

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

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

OUTCOME 1	OUTCOME 2	OUTCOME 3	OUTCOME 4
$\checkmark$			

Stage 5: Sign off by Director/ Head of Service						
Assessment completed by	Anthony Hopkins / Head of Library, Heritage & Adult Education Service	Signature: Anthony Hopkins	Date: 29/11/2016			
Improvement action plan signed off by Director/ Head of Service	Simon Williams / Director of Community & Housing	Signature: Simon Williams	Date: 29/11/2016			

#### **AUTUMN STATEMENT 2016**

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

### **UK Economy**

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

### **Key Economic & Fiscal Indicators**

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

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

#### Public finances and fiscal policy

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

### **Public Spending**

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

### **Departmental Expenditure Limits**

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

Table 1.5 (Autumn Statement): Total Managed Expenditure<sup>1, 2</sup> (in £ billion, unless otherwise stated)

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Current expenditure	370.2	386.9	400.3	407.2	421.1	439.8
Resource AME						
Resource DEL excluding depreciation	309.0	304.2	306.3	305.6	311.5	317.6
Ring-fenced depreciation	20.6	21.9	22.8	23.3	21.9	22.8
Total public sector current expenditure	699.8	713.0	729.4	736.2	754.5	780.1
Capital expenditure	26.6	26.7	25.8	27.3	30.4	32.0
Capital AME	20.0	20	20.0	21.0	00.1	02.0
Capital DEL	52.3	57.2	59.2	60.2	70.6	74.2
Total public sector gross investment	79.0	84.0	85.1	87.5	101.1	106.3
Total managed expenditure	778.8	797.0	814.5	823.7	855.6	886.4
Total managed expenditure (% of GDP)	39.9%	39.8%	39.1%	38.0%	38.0%	37.8%

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

### **National Productivity Investment Fund (NPIF)**

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

Table 3.1 (Autumn Statement): National Productivity Investment Fund (£ million)<sup>1</sup>

	2017-18	2018-19	2019-20	2020-21	2021-224
Housing					
Accelerated construction	285	635	665	380	*
Affordable housing <sup>2</sup>	1,120	1,125	880	340	*
Housing Infrastructure Fund	60	300	945	1,425	*
Transport					
Roads and local transport	365	500	430	650	*
Next generation vehicles	75	100	110	115	*
Digital railways enhancements	30	55	165	285	*
Cambridge-Milton Keynes-Oxford corridor	5	135	0	0	*
Digital Communications <sup>3</sup>					
Fibre and 5G investment	25	150	275	290	*
Research and Development					
Research and Development funding	425	820	1,500	2,000	*
Total	2,390	3,820	4,970	5,485	7,000

<sup>&</sup>lt;sup>1</sup> Figures represent the total costs associated with the funding allocations announced at the Autumn Statement, including the impact on Devolved Administration budgets through the application of the Barnett formula.

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

<sup>&</sup>lt;sup>3</sup> Figures show PSGI impact of policies only, and do not include funding for the Digital Infrastructure Investment Fund.

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

### Housing

The government will publish a Housing White Paper shortly, setting out a comprehensive package of reform to increase housing supply and halt the decline in housing affordability. In the Autumn Statement the Chancellor announced a £2.3bn Housing Infrastructure Fund to build 100,000 new houses in areas of high demand. Funded by a new National Productivity Investment Fund (NPIF) and allocated to local government on a competitive basis it is intended to "provide infrastructure targeted at unlocking new private house building in the areas where housing need is greatest" Affordable homes — the government will relax restrictions on grant funding to allow providers to deliver a mix of homes for affordable rent and low cost ownership, to meet the housing needs of people in different circumstances and at different stages of their lives. The NPIF will provide an additional £1.4 billion to deliver an additional 40,000 housing starts by 2020-21. Affordable housing settlement - The government confirmed the GLA's affordable housing settlement will be £3.15 billion, to deliver over 90,000 housing starts by 2020-21. Right to Buy — The government will fund a large-scale regional pilot of the Right to Buy for housing association tenants. Over 3,000 tenants will be able to buy their own home with Right to Buy discounts under the pilot.

#### **Business Rates**

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

### **Public Spending and Welfare**

The Government remains committed to delivering overall spending plans set at Spending Review 2015. All new announcements in the Autumn Statement, apart from the NPIF, are fully funded. The government intends to deliver the welfare savings already identified but has no plans to introduce further welfare savings measures in this Parliament beyond those already announced. Universal Credit taper —From April 2017, the taper rate that applies in Universal Credit will be reduced from 65% to 63%. The Government estimates that 3 million households will benefit from this change.

### Local Housing Allowance (LHA) rates in social housing

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

### **Employment**

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

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

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

#### Local infrastructure

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

#### Flood defence and resilience

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

### **English devolution**

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

### **Potential Impact on Local Government Funding**

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

Children & Young People Corporate Capacity

Sustainable Communities

Healthier Communities & Older People

**DEPARTMENT: Children, Schools and Families** 

Panel	Ref	Description of growth		2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Type of Growth (see key)
С&ҮР		Description - Service Implications	Demographic pressures and new burdens growth  Due to the increasing demographic growth as well as increased and new burdens on children social care and services to vulnerable children, there are a range of service and staffing pressures on CSF. It is intended through the growth process to right-size a number of these burdens whilst we continue to exercise strong demand management, ensuring a careful balance between quality and volume.	1,000	500	500	500	GP1
		Staffing Implications	In order to maintain safe caseloads and adhere to regulatory requirements, we will need to increase social work casework and related posts. We estimating an additional 11 posts at an annual cost of c£500k.					
		Business Plan implications	The demand issues are covered in CSFs four TOM documents as well as in divisional and service plans.					
		Impact on other departments	We will continue to work with Corporate Services and other departments on any cross-cutting issues.					
_		Equalities Implications	We will use the Council's agreed HR policies and procedures for restructuring and employing new staff and will complete EAs where approriate.					
Pag		TOM Implications	The demand issues are covered in CSFs four TOM documents as well as in divisional and service plans.					
e 2		Total		1,000	500	500	500	

Type of Grov	<u>Panel</u>	
GI1	Income: Decrease due to fall in demand for service	C&YP
GI2	Income: Decrease due to reduction/deletion of service	CC
GS1	Staffing: increase in level of service	НС&ОР
GS2	Staffing: New service	SC

GNS1 Non - Staffing: increase in level of service

**GNS2** Non - Staffing: New service

**GP1** Addition to Procurement / Third Party arrangements

**GPROP** Increase in Property Related costs

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

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

### Type of Growth Key

GI1	Income: Decrease due to fall in demand for service
GI2	Income: Decrease due to reduction/deletion of service

Staffing: increase in level of service GS1

GS2 Staffing: New service

Non - Staffing: increase in level of service Non - Staffing: New service GNS1

GNS2

Addition to Procurement / Third Party arrangements GP1

**GPROP** Increase in Property Related costs

<u>Panel</u>

C&YP Children & Young People

CC Corporate Capacity
HC&OP Healthier Communities & Older People

Sustainable Communities SC

**DEPARTMENT: C&H Service Department** 

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