

Merton Council
**Healthier Communities and
Older People Overview and
Scrutiny Panel**



Date: 15 January 2014
Time: 19:15
Venue: Committee rooms B, C & D - Merton Civic Centre, London Road, Morden
SM4 5DX

AGENDA

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1. Declarations of Pecuniary Interest	
2. Apologies for Absence	
3. Minutes of the meeting held on the 13 November 2013	1 - 4
4. Matters arising from the minutes	
5. South West London and St Georges Mental Health Trust - Foundation Trust Proposal	5 - 12
6. Business Plan Update 2014-2018,	13 - 466
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**This is a public meeting – members of the public are very welcome to attend.
The meeting room will be open to members of the public from 7.00 p.m.**

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Healthier Communities and Older People Overview and Scrutiny Panel membership

Councillors:

Logie Lohendran (Chairman)
Richard Chellew
Caroline Cooper-Marbiah
Brenda Fraser
Maurice Groves
Peter McCabe (Vice-Chair)
Debbie Shears
Gregory Patrick Udeh

Substitute Members:

Laxmi Attawar
John Dehaney
Gilli Lewis-Lavender
Suzanne Grocott

Co-opted Representatives

Myrtle Agutter
Laura Johnson
Sheila Knight
Barbara Price
Saleem Sheikh

Note on declarations of interest

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

What is Overview and Scrutiny?

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

Scrutiny's work falls into four broad areas:

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

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

For more information, please contact the Scrutiny Team on 020 8545 3390 or by e-mail on scrutiny@merton.gov.uk. Alternatively, visit www.merton.gov.uk/scrutiny

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

HEALTHIER COMMUNITIES AND OLDER PEOPLE OVERVIEW AND SCRUTINY PANEL

13 NOVEMBER 2013

(19.15 - 21.15)

PRESENT: Councillors Logie Lohendran (in the Chair), Brenda Fraser, Maurice Groves, Peter McCabe, Debbie Shears, Gregory Udeh, Laxmi Attawar, Myrtle Agutter, Sheila Knight and Saleem Sheikh

ALSO PRESENT:

Councillors Linda Kirby

Dr Kay Eilbert (Director of Public Health), Anjan Ghosh (Assistant Director and Consultant in public health), Stella Akintan, Peter Jenkinson (Director of Corporate Affairs, St Georges Healthcare NHS Trust) and Alison Robertson (Chief Nurse, St Georges Healthcare NHS Trust)

1. DECLARATIONS OF PECUNIARY INTERESTS (Agenda Item 1)

There were no declarations of pecuniary interests

2. APOLOGIES FOR ABSENCE (Agenda Item 2)

Apologies for absence were received from Councillor Caroline Cooper-Marbiah

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

There were no comments on the minutes of the last meeting.

4. MATTER ARISING FROM THE MINUTES (Agenda Item 4)

A panel member said that they had expected to receive more information on the 'Live Well' project from the public health team. The Director for Public Health said that this is a behaviour change project covering the areas of diet, alcohol, exercise and smoking. They are currently negotiating a contract with Merton Voluntary Sector Council to work with community groups.

5. MERTON JOINT STRATEGIC NEEDS ASSESSMENT (Agenda Item 7)

The Assistant Director and Consultant in Public Health gave an overview of the main provisions within the Joint Strategic Needs Assessment.

A panel member said that many challenges around HIV have been raised but what is being done to tackle them? The Assistant Director and Consultant in Public Health said that GP's are now testing all new patients for HIV. There is a pan London collaboration on distributing condoms across London. Also the Health Protection Agency and Public Health England are doing lots of work around TB. In response to a question it was reported that the rates of TB are increasing in response to demographics.

A panel member asked if the Clinical Commissioning Groups are looking at the under reporting of diabetes.

The Director said Long term conditions are one of the priorities of the Clinical Commissioning Group. They are looking at early detection, management and the variation between practices.

A panel member asked how old are the datasets and if we are using the latest information? The Assistant Director and Consultant in Public Health said public health uses the most recent data available for the Joint Strategic Needs Assessment.

A panel member asked if spitting is a risk in relation to TB?

The Director for Public Health said that the Health Protection Agency said that it is not a risk unless you are in close contact with the TB germs for six to eight hours.

Councillor Linda Kirby said that she recognises that this is a problem and some council's are using bye-laws to ban it, however enforcement would be difficult. We could put notices up but then some may feel that this degrades the local area.

6. UPDATE FROM ST GEORGES NHS TRUST (Agenda Item 5)

Alison Robertson, Chief Nurse gave an overview on the recent work within St Georges, focussing on the Quality Improvement Strategy and Patient Experience.

Peter Jenkinson, The Director of Corporate Affairs reported that an inspection from Care Quality Commission raised some areas of concern. The Trust took this very seriously and an action plan was developed. Significant improvements were found when the Care Quality Commission revisited in August this year.

St Georges will also be one of the first Trust's to go through the Care Quality Commission's new inspection regime. Also the Trust is now in the lowest band of risk across the country for quality of services.

A panel member said they were concerned that there was no additional funding for excess winter deaths yet there is a high incidence of this problem in Merton.

The Chief Nurse reported that the funding is being directed to the areas with the most challenges. They will be working closely with the Clinical Commissioning Group to mitigate the challenges.

A panel member asked about levels of temporary staffing within the Trust, it was reported that there is a policy on the numbers of trained and untrained nurses. This year they have trained one hundred intensive care nurses and managed to retain seventy.

A Panel member asked if the Trust use relatives or carers to help with feeding. The Chief Nurse agreed this was the case they also use volunteers, especially in the older people's wards. However they still believe that feeding and nutrition is the nurse's responsibility.

A panel member asked why the Care Quality Commission had an issue with their record management. The Chief Nurse reported that they had found that some records were not kept securely and were left on Nurse's stations. Also a patient's observation chart was found to be marked incorrectly. Nothing happened as a result of this although it could have put the patient at risk.

A panel member asked about the Care Quality Commission's ratings on management of medicines and care to patients. The Chief Nurse reported that they did not have a consistent process for monitoring temperature on drugs fridges, although the Care Quality Commission were satisfied that there had been no harm to patients. In regards to care to patients, patients in the cancer ward particularly reported low ratings for experience, even though the clinical outcomes were very good. As a result of this an action plan was developed. It was recognised that there was a poor clinical environment. The action plan includes more contact with specialist nurses and training for staff.

A panel member said there is huge variation in service between wards; therefore instant electronic feedback would be helpful.

The Chief Nurse said important signals come from family and friends. A number of changes have been put in place to tackle variation in service between wards including uniforms to make senior staff visible and ensuring that they spend at least half their time supervising the wards. There is also a leadership development programme.

7. BUSINESS PLAN UPDATE 2014-2018 (Agenda Item 6)

The Director of Corporate Services said that this report focuses on the capital programme. The main work relevant for this Panel is the replacement of the social care system. In regards to the Medium Term Financial Strategy, the gap is £18 million in 2017-18. The new department savings target is £2.3 million. In years 2014-15 the closing the gap reserve will be used, as the aim is to help departments with these changes. Further proposals will be brought to the scrutiny Panels in January.

A panel member said there is significant increase in the 80 plus age group which will put pressure on the budgets in treating conditions such as dementia and Alzheimer's.

Councillor Linda Kirby said that there is a delicate balancing act in meeting the needs of a range of vulnerable groups.

A panel member said that if domiciliary care is not well resourced this can lead to further costs further down the line.

A panel member asked for reassurance that the new IT system will work. The Director for Corporate Resources reported that the Directors were the joint leads for the projects and all staff will be provided with the necessary training for the system.

A panel member asked about the impact of freezing council tax. The Director of Corporate Services said that there would be an on-going negative impact over time. We need to decide what level would be balanced against the impact on households.

A panel member asked what level of business rates we will be able to retain and what will be the impact of the Community Infrastructure Levy.

The Director of Corporate Resources reported that we will be able to keep 30% of our business rates; the Community Infrastructure levy is likely to be less beneficial than section 106 monies.

Committee: Healthier Communities and Older People Overview and Scrutiny Committee

Date: 15 January 2014

Agenda item:

Wards: ALL

Subject: South West London and St George's Mental Health NHS Trust – Foundation Trust Proposal

Lead officer: Angela Attah, Director of Corporate Affairs/Trust Secretary, South West London and St George's Mental Health NHS Trust. Angela.Attah@swlstg-tr.nhs.uk

Lead member: Councillor Logie Lohendran, Chair of the Healthier Communities and Older People overview and scrutiny panel.

Forward Plan reference number:

Contact officer: Stella Akintan, Scrutiny Officer, stella.akintan@merton.gov.uk;

Recommendations:

- A. South West London and St George's Mental Health NHS Trust requests that the Health Overview and Scrutiny Committee for Merton supports the Trust's proposed governance requirements at the point the Trust becomes a Foundation Trust through a letter of support or a minuted discussion.

1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1. The government expects that all NHS trusts will become Foundation Trusts or transition to an alternative sustainable form. Those NHS Trusts that have not yet attained FT status are accountable to the NHS Trust Development Authority (NTDA). By becoming a Foundation Trust South West London and St George's Mental Health NHS Trust will be best placed to deliver excellent mental health services for our communities and tackle local issues head on. The result will be better mental health and wellbeing for our service users and local people. Full Details are attached at **Appendix A**

2 ALTERNATIVE OPTIONS

The Healthier Communities and Older People Overview and Scrutiny Panel can select topics for scrutiny review and for other scrutiny work as it sees fit, taking into account views and suggestions from officers, partner organisations and the public.

Cabinet is constitutionally required to receive, consider and respond to scrutiny recommendations within two months of receiving them at a meeting.

- 2.1. Cabinet is not, however, required to agree and implement recommendations from Overview and Scrutiny. Cabinet could agree to implement some, or none, of the recommendations made in the scrutiny review final report.

3 CONSULTATION UNDERTAKEN OR PROPOSED

3.1. The Panel will be consulted at the meeting

4 TIMETABLE

4.1. The Panel will consider important items as they arise as part of their work programme for 2013/14

5 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

5.1. None relating to this covering report

6 LEGAL AND STATUTORY IMPLICATIONS

6.1. None relating to this covering report. . Scrutiny work involves consideration of the legal and statutory implications of the topic being scrutinised.

7 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

7.1. It is a fundamental aim of the scrutiny process to ensure that there is full and equal access to the democratic process through public involvement and engaging with local partners in scrutiny reviews. Furthermore, the outcomes of reviews are intended to benefit all sections of the local community.

8 CRIME AND DISORDER IMPLICATIONS

8.1. None relating to this covering report. Scrutiny work involves consideration of the crime and disorder implications of the topic being scrutinised.

9 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

9.1. None relating to this covering report

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

- South West London and St Georges Mental Health Trust - Foundation Trust Proposals

11 BACKGROUND PAPERS

11.1.

Summary

The government expects that all NHS trusts will become Foundation Trusts or transition to an alternative sustainable form. Those NHS Trusts that have not yet attained FT status are accountable to the NHS Trust Development Authority (NTDA).

Mental health issues affect vast proportions of our population with one in four people developing a mental health issue within their life time. By becoming a Foundation Trust South West London and St George's Mental Health NHS Trust will be best placed to deliver excellent mental health services for our communities and tackle local issues head on. The result will be better mental health and wellbeing for our service users and local people.

Securing Foundation Trust status will enable:

- Greater freedom to improve the quality of care for service users and fewer restrictions on the disposal of assets to raise capital to reinvest in improving the Trust's estate and therefore delivery of service
- More flexibility to develop creative partnerships and joint ventures with other NHS Trusts and other organisations
- Increased accountability to our local communities through the Council of Governors and our membership
- Greater staffing flexibility and the ability to invest in additional staff development that will help SWLSTG become an employer of choice and reduce overall workforce costs

Alternative strategic options were considered by the South West London and St George's Mental Health NHS Trust Board: becoming a social enterprise, merging with another aspirant or existing Foundation Trust, and breaking up the Trust by selling assets to various organisations. Following detailed debate and analysis it was clear that none of these alternatives would benefit the local population, service users or carers, nor would they improve quality of care or value for money.

Recommendation

South West London and St George's Mental Health NHS Trust requests that the Health Overview and Scrutiny Committee for Merton supports the Trust's proposed governance requirements at the point the Trust becomes a Foundation Trust through a letter of support or a minuted discussion.

Mission, vision and priorities

South West London and St George's Mental Health NHS Trust aspires to be a cost efficient centre of excellence; a place where patients choose to be treated; where clinicians want to train and work; our stakeholders want to work with us.

South West London and St George's Mental Health NHS Trust strategic objectives are:

- Strategic Objective 1: Improve Quality and Value:
'We will provide consistent, high quality, safe services that represent value for money.'
- Strategic Objective 2: Improve Partnerships:
'We will develop stronger external partnerships and business opportunities that improve access, responsiveness and service range.'

- Strategic Objective 3: Improve Co-Production:
'We will have reciprocal relationships which value service users, carers, staff and the community as co-producers of services.'
- Strategic Objective 4: Improve Recovery:
'We will enable increased hope. Control and opportunity for our service users.'
- Strategic Objective 5: Improve Innovation:
'We will become a leading innovative provider of health and social care services.'
- Strategic Objective 6: Improve Leadership and Talent.
'We will develop leadership and talent throughout the organisation.'

Becoming a Foundation Trust is critical for South West London and St George's Mental Health NHS Trust to continue to develop as the mental health care provider of choice in our community, to enable us to deliver our six strategic objectives, to sustain a sound financial future and to become more open and locally accountable.

Membership

South West London and St George's Mental Health NHS Trust membership is broadly representative of the population and constituencies we serve.

South West London and St George's Mental Health NHS Trust has set a target of 4,000 non-staff members by the date of Foundation Trust authorisation by Monitor. The Trust is working to ensure membership reflects the composition of the catchment area and a focused recruitment campaign is underway to achieve this.

Total membership to date, excluding staff – 2,903
Target at the point of authorisation – 4,000

The Council of Governors

All NHS Foundation Trusts have a Council of Governors who form an integral part of the governance structure. Governors are elected or appointed with a responsibility to represent the interests of their local community or a partner organisation. They do this by scrutinising the strategic direction of the Trust and holding the Board, including executive and non-executive directors, to account. The majority of the Council of Governors will be made up of members representing the five boroughs covered by the Trust; Kingston, Merton, Richmond, Sutton and Wandsworth. The remaining governors will be appointed from key local organisations, such as Clinical Commissioning Groups and councils.

The composition of the Council was approved following public consultation in 2012, resulting in an increase in the number of local service user governors.

Composition of the Council of Governors

40 members representing 4 constituencies

Partner organisations	
Governor representing NHS England commissioners	● 1
Governors to represent CCGs 1 for each	●●●●● 5
Governors to represent local authorities 1 for each HOSC	●●●●● 5
Governor representing St George's University	● 1
Benefits to commissioners and partners <ul style="list-style-type: none"> ● Real involvement in the organisation, not just contractual transactions ● A platform to build long-term relationships and partnerships ● Accountability to local commissioners and councillors, through a powerful Council of Governors 	
Service users and carers	
Governors to represent carers	●●●●● 5
Governors to represent service users from the rest of the England and Wales	●● 2
Governors to represent service users from SW London residents 2 per borough	●●●●●●●●●● 10
Public	
Governor for residents from the rest of England and Wales	● 1
Governors to represent SW London residents 1 per borough	●●●●● 5
Staff	
Staff governors	●●●●● 5

The Trust believes this overall structure offers the most balanced representation between the interests of commissioners, service users, staff and local residents.

The election process for the elected posts is scheduled to commence in April 2014 and conclude in June. At this point, a Shadow Board of Governors will be elected, their full powers being applied at the point the Trust is authorised by Monitor to become an authorised foundation trust. This is currently forecast to be the end of December 2014.

Public Consultation

During 2012 the Trust ran a formal public engagement consultation.

The purpose of this extensive public consultation was:

- To explain what a Foundation Trust is and how becoming one would benefit the community
- To share the proposed governance structure and obtain feedback
- To capture new ideas from the public to inform our development plans
- To recruit members

The Trust has taken account of the hundreds of responses from individuals and organisations in further developing its strategic objectives and in crafting the proposed size and composition of the Council of Governors. The overall outcome of the consultation was positively to support the application.

Extensive further engagement was carried out with key stakeholders, with more than fifty meetings held with key groups and organisations.

The purpose of these meetings was to:

- Share the Trust's Mission, Values and Draft Strategic Objectives and listen to the views and feedback of stakeholders
- Deliver a clear, consistent rationale of the benefits Foundation Trust status will bring to local people and the local health economy
- Provide all stakeholders with the opportunity to comment on our FT application and solicit their support

This identified a number of priorities for improvement and the Trust has made significant progress in a number of areas:

- In March 2012 the Trust had 15 Care Quality Commission (CQC) compliance actions all of which were fully addressed by August 2013. The Trust has zero CQC concerns today
- In June of this year the Trust participated in a Quality Summit with its Commissioners to demonstrate the progress that has been made over the last year and discuss plans for the future. The meeting was deemed to be very positive and the plans to continue to improve acknowledged
- There have been no overdue Serious Incident reports throughout 2013 and the Trust has developed new systems to embed learning across the organisation
- The Trust is in the process of renewing all of its section 75 agreements
- The Foundation Trust Steering Committee was adapted to include over 30 external stakeholders, including commissioners, service users and carers, to ensure transparency and involvement in the development of the strategies, Integrated Business Plan and FT application.
- Listening in Action was launched in the Trust earlier in the year and several staff listening events have been held and 10 staff project groups established to initiate internal change.

Great emphasis has been placed on stakeholder engagement as a key driver for current, and future, strategic planning and this takes place on a regular and systematic basis, including:

- Engaging with service users at a strategic level through the Service User Reference Group
- Regular surveys and consultations with Trust staff and the commencement of the Listening into Action programme
- Partner organisations provide regular engagement opportunities to the diverse ethnic and cultural communities we serve
- Individual consultants in community teams regularly meet with their aligned GPs to discuss the referral and care of service users. The associate medical directors attend the local medical committees to link in with wider group of GPs.
- The Medical Director and Director of Nursing meet monthly with clinical commissioners and quality leads of the CCGs to evaluate the quality performance of the Trust
- The Medical Director regularly meets with key personnel in other partner organisations in south west London, including the Medical Director of Kingston Hospital and academic leaders at St. George's University of London

Foundation Trust Timeline

The Trust continues to progress through the NTDA application process to gain approval to proceed to the Monitor assessment. Current expectations are that, following the Chief Inspector of Hospitals visit in March 2014, the Trust will complete the NTDA process in July with a view to completing the rigorous Monitor assessment by the end of 2014.

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Committee: Sustainable Communities Overview and Scrutiny Panel

9th January 2014

Children and Young People Overview and Scrutiny Panel

14th January 2014

Healthier Communities & Older People Overview and Scrutiny Panel

15th January 2014

Overview and Scrutiny Commission

30th January 2014

Agenda item:

Wards:

Subject: Business Plan Update 2014-2018

Lead officer: Caroline Holland

Lead member: Councillor Mark Allison

Contact officer: Paul Dale

Forward Plan reference number:

Recommendations:

1. That the Panel consider the latest information in respect of the Business Plan and Budget 2014/15, including draft revenue savings proposals, draft service plans, draft equalities assessments and latest amendments to the capital programme.
2. That the Overview and Scrutiny Commission considers the comments of the Panels and provides a response on the issues raised to Cabinet when it meets on the 17 February 2014.

1. Purpose of report and executive summary

- 1.1 This report requests Scrutiny Panels to consider the latest information in respect of the Business Plan and Budget 2014/15, including draft revenue savings, draft service plans, draft equalities assessments and latest amendments to the capital programme and feedback comments to the Overview and Scrutiny Commission.
- 1.2 The Overview and Scrutiny Commission will consider the comments of the Panels and provide a response on the draft proposals to Cabinet when it meets on the 17 February 2014.

2. Details - Revenue

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

Cabinet resolved:

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

3. Alternative Options

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

3.2 Demographic data

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

4. Capital Programme 2014-18

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

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

5. Consultation undertaken or proposed

5.1 Further work will be undertaken as the process develops.

6. Timetable

6.1 The timetable following this round of Scrutiny is set out in Appendix 1 of the 9 December 2013 Cabinet report.(Appendix 1)

7. Financial, resource and property implications

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

8. Legal and statutory implications

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

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

9. Human Rights, Equalities and Community Cohesion Implications

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

10. **Crime and Disorder implications**

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

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

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

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

Appendix 1:	Cabinet report 9 December 2013: Business Plan Update 2014-18
Appendix 2a:	Merton 2017 Report “An analysis of key democratic trends and their likely impact on service delivery” – Overview and Scrutiny Commission requested that this document is provided to scrutiny panels as context for their scrutiny discussions.
Appendix 2b:	Merton 2017 Presentational Slides
Appendix 3:	Draft service plans 2014-18
Appendix 4:	Draft Equalities Assessments (TO FOLLOW)
Appendix 5:	Funding for Free Schools
Appendix 6:	Housing Benefit Expenditure
Appendix 7:	Draft Capital Programme Update

BACKGROUND PAPERS

Budget files held in the Corporate Services department.

Cabinet

9 December 2013

Agenda item:

Business Plan Update 2014-2018

Lead officer: Caroline Holland

Lead member: Councillor Mark Allison

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

Contact officer: Paul Dale

Urgent report:

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

Recommendations:

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

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

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

2. DETAILS

Introduction

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

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

2.3 Review of Assumptions

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

2.3.1 Pay

The latest estimates of pay inflation are:-

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

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

Pay Claim 2014/15

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

Option 1

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

Option 2

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

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

2.3.2 Prices

The current assumptions regarding price inflation incorporated into the MTFs are

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

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

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

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

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

2.3.3 Inflation > 1.5%:

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

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

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

2.3.4 Income

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

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

2.3.5 Growth

The current forecast includes a net £1m in each of 2014/15 and 2015/16 for pressures in Adult Social Care. Given the scale of pressures from inflation, the capital programme and grant losses this is the maximum that can be sustained and service pressures must be managed within the base budget.

2.3.6 Taxicards and Freedom Passes

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

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

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

2.3.7 Collection Fund

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

i) Council Tax

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

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

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

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

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

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

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

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

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

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

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

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

2.4 Pension Fund Actuarial Review

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

2.5 Revenues

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

2.6 Capital Financing Costs

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

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

2.7 Council Tax Base

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

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

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

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

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

2.8 Proposed Amendments to Previously Agreed Savings

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

2.8.2 Some additional amendments are proposed within this report

(i) Environment and Regeneration

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

(ii) Corporate Services

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

2.8.3 Summary

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

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

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

2.9 Provisional Local Government Finance Settlement 2014/15

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

4.7 Service Plans

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

4.8 Summary

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

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

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

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

5.2 The programme has been reviewed by scrutiny panels.

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

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

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

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

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

5.6 Treasury Management Strategy

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

6. **CONSULTATION UNDERTAKEN OR PROPOSED**

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

8. **TIMETABLE**

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

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

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

10. LEGAL AND STATUTORY IMPLICATIONS

10.1 All relevant implications have been addressed in the report.

11. HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

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

12. CRIME AND DISORDER IMPLICATIONS

12.1 Not applicable

13. RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

13.1 Not applicable

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

Appendix 1: Budget Timetable (Revenue)

Appendix 2: Revision to departmental savings previously approved

Appendix 3: Draft Savings proposals 2014-18

Appendix 4: Draft Capital Strategy 2014-18 including draft Capital Programme 2014-18 and Indicative Capital Programme 2018-23

Appendix 5: Draft Risk Management Strategy

Appendix 6: Update of MTFS 2014-18

Appendix 7: Standard Subjective Analysis

Appendix 8: Draft Departmental Budget Summaries 2014/15

Appendix 9: Glossary and Acronyms

Appendix 10: Council Tax Base 2014/15

BACKGROUND PAPERS

Budget files held in the Corporate Services department.

REPORT AUTHOR

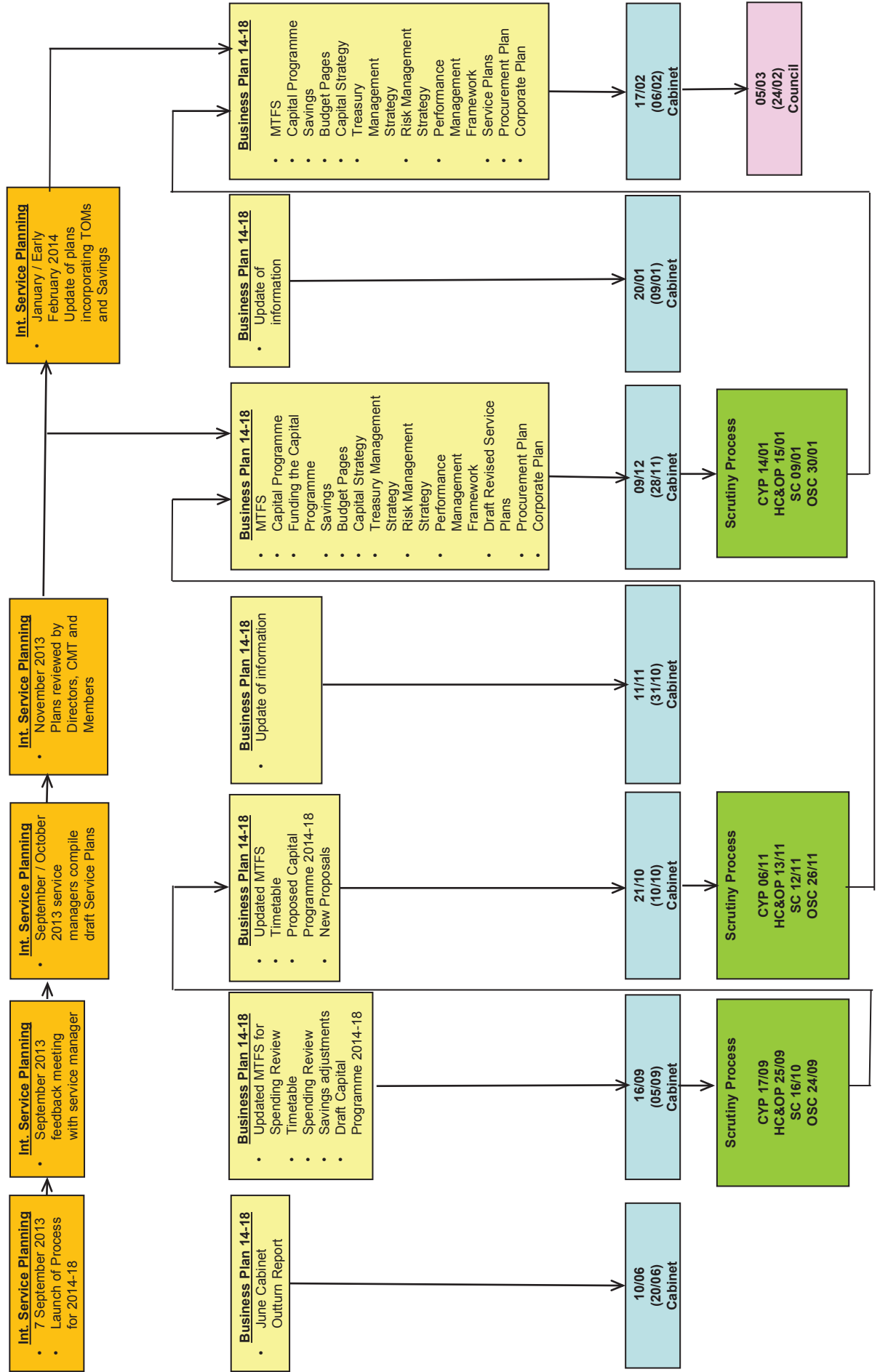
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Business Planning Timetable - Business Plan 2014-18

Appendix 1



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

		Original Savings	Revised Savings				
Original Ref	Description of Saving	2014/15 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Description of Saving
ER07	Development & Building Control	200	(200)	200	0	0	The Government are proposing changes to the current charging model for DC. This would mean that the council will be able to set its own fees (levels are currently prescribed) in order to recover the full cost of delivering a number of services in this area, although it will not be able to make a profit. DCLG have recently proposed a one-off adjustment to increase planning application fees in line with inflation amounting to around 15%, as the Government, who set the fee, have not increased it since 2008.
ER23	Future Merton	414	(414)	0	414	0	To be determined through TOM - greater emphasis on income generation through targeted regeneration delivery.
Total Environment and Regeneration Savings		614	(614)	200	414	0	

APPENDIX 2

DEPARTMENT: ENVIRONMENT AND REGENERATION - REPLACEMENT OF PREVIOUSLY AGREED SAVING

Previously Agreed Savings

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

Replacement Savings proposal

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

REPLACEMENT OF INCOME INFLATION FOR 2014/15

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

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

There is no overall financial implication arising from this proposal.

CORPORATE SERVICES DEPARTMENT

AMENDMENT TO PREVIOUSLY AGREED SAVINGS

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

SUMMARY OF DRAFT SAVINGS PROPOSALS COMPARED WITH TARGETS

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

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2014/15

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

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2014/15

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

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2014/15

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

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2014/15

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

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2014/15

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

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2014/15

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

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2014/15

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

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2014/15

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

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2014/15

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

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2014/15

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

Panel

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

Savings Type

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

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

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

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

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

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

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

Shortfall

Savings Type

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

Panel

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Panel

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

A) CAPITAL STRATEGY

Appendix 4

(Produced based on October 2013 monitoring data)

1 Introduction

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

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

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

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

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

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

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

2 Planning Infrastructure

2.1 Business Plan 2014-2018

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

2.2 Service Plans

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

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

3 Accounting Definitions and Practices

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

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

4 Corporate and strategic capital expenditure appraisal planning and control

4.1 Capital Programme Board

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

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

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

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

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

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

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

4.2 Capital Programme Approval and Amendment

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

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

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

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

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

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

4.3 Capital Monitoring

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

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

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

4.4 Risk Management

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

5 Revenue budget implications of capital investment

5.1 Revenue cost or savings

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

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

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

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

6 Capital resources 2014-18

6.1 Variety of sources

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

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

6.2 Annual Minimum Revenue Provision (MRP) Statement

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

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

7 Asset management review

7.1 Capital receipts

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

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

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

7.2 Property as a corporate resource

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

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

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

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

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

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

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

8 Summary of estimated disposals 2014-2018

8.1 Potential capital receipts

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

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

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

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

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

8.2 Debt repayment

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

9 Grant Funding Capital Resources

9.1 Environmental and Regeneration

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

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

9.2 Children, Schools and Families

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

TBA – To Be Advised

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

9.3 Community and Housing

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

TBA – To Be Advised

9.4 Summary of Grant Funding 2014-2018

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

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

10 Summary of Total Resources 2014-18:

10.1 Summary

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

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

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

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

Indicative Capital Programme 2018 to 2023

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

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

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

11 Capital bids and prioritisation criteria

11.1 Prioritisation of schemes 2017/18

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

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

12 Detailed Capital Programme 2014-18

12.1 Corporate Services

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

12.2 Children, Schools and Families

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

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

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

CSF capital programme 2014-18

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

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

Primary school places

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

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

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

Secondary and special school places

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

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

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

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

Other schemes

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

DRAFT

12.3 Environment and Regeneration

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

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

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

12.3.1 Highways Planned Road Works and Footways Planned Works

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

12.3.2 Highways General Planned Works

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

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

12.3.3 Leisure

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

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

12.3.4 Future Merton

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

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

12.4 Community and Housing

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

The departmental Capital Programme for 2014/15 comprises:

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

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

12.5 Overall Programme

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

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

12.5.2 The funding details for the programme follow at Annex 2

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

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

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CAPITAL INVESTMENT PROGRAMME – SCHEMES FOR APPROVAL

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

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

CAPITAL INVESTMENT PROGRAMME – SCHEMES FOR APPROVAL

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

CAPITAL INVESTMENT PROGRAMME – SCHEMES FOR APPROVAL

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Community and Housing

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

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

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

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



London Borough of Merton Risk Management Strategy

November 2013 (V10)

DRAFT

Introduction

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

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

Risk Management Strategy

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

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

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

What is risk?

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

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

Definitions of Risk Management

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

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

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

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

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

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

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

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

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

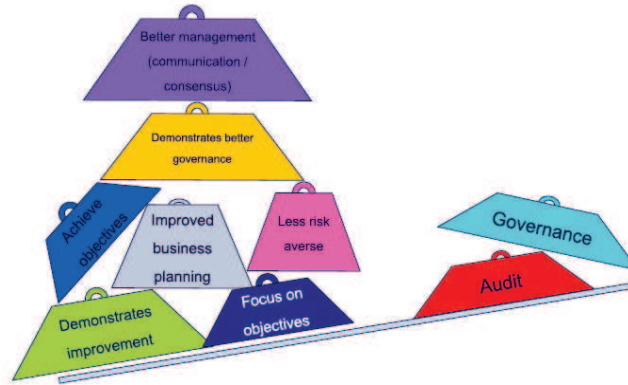
- Establish and maintain a robust framework and procedures for the identification, analysis, assessment and management of risk, including reporting and recording.
- To not expose the council to unacceptable levels of risk, minimise injury, damage, loss and inconvenience to staff, residents and service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

The benefits and National drivers behind risk management

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

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

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



Risk management awareness

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

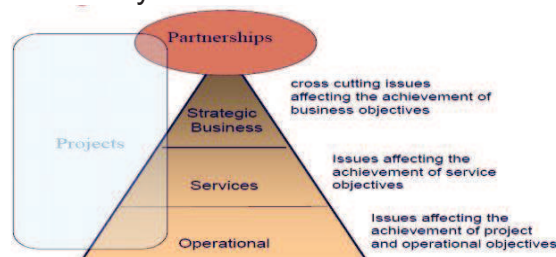
Risk Appetite

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

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

How does risk management fit in?

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



Risk management in projects

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

Risk management in partnerships

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

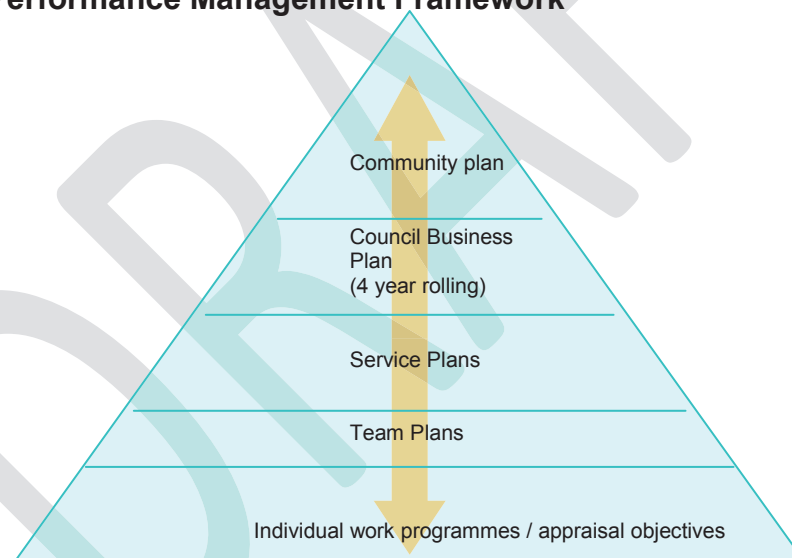
Risk management and financial planning

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

Corporate approach to risk management

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

Merton Performance Management Framework



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

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

Scoring Risk

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

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

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

Defining the Likelihood of Risk

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

Defining the Impact of Risk

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

Reporting and escalating risks

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

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

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

Roles, Responsibilities and Governance

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

Councillors

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

Chief Executive and CMT

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

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

Directors

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

Section 151 Officer / Internal Audit

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

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

Risk Champions

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

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

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

Service Managers

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

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

Risk Owners

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

Individual Employees

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

Business Planning team

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

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

Corporate Risk Management Group

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

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

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

Cabinet

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

General Purposes Committee

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

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

Risk management in committee reports

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

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

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

Standard Subjective Analysis – The Key

Introduction

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

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

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

Glossary of the standard Subjective analysis

Details of Expenditure groups and what is included:

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

Direct employee expenses

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

Indirect employee expenses

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

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

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

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

Direct Transport costs

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

- This could include the write-off in the year of any assets not deemed material by the authority's capital accounting policies i.e. below de minimis thresholds set).
- Contract hire and operating leases
- Public Transport
- Staff Travelling expenses
- Car allowances
- Contribution to transport related provisions

4 Supplies and Services: This group includes all direct supplies and service expenditure to the authority.

- Equipment, furniture and materials
- Catering Services
- Communications and computing includes expenses
- Grants and subscriptions
- Private Finance Initiatives and Public Private Partnership schemes.
- Contributions to provisions
- Miscellaneous expenses

5 Third Party Payments: Independent units within the council; included services defined as category (a) to (e) in Appendix D of BVACOP

- Joint Authorities
- Other Local authorities
- Health authorities
- Government departments
- Voluntary associations
- Other establishments
- Private contractors
- Other agencies
- Debit resulting from soft loans

6 Transfer Payments: This includes the cost of payments to individuals for which no goods or services are received in return by the local authority.

Four sub-groups are suggested: However, this list is not exhaustive.

- Schoolchildren and students
- Adult Social Services clients
- Housing benefits
- Debit resulting from soft loans

7 Support Services: Charges for services that support the provision of services to the public.

- Finance
- IT

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

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

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

Government Grants

- Specific and special government grants

Other Reimbursements and contributions

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

Customer and Client Receipts

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

Interest

Recharges

- Value of costs recharged to internal users

Reserves

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

Departmental Budget Summaries 2014-15



2014/2015 ESTIMATES

CORPORATE SERVICES DEPARTMENT

SUMMARY: CORPORATE SERVICES DEPARTMENT

FULL TIME EQUIVALENTS

Number of FTE Staff

Number of FTE Sutton TUPE staff

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

SUBJECTIVE ANALYSIS OF ESTIMATES

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

SUMMARY: CORPORATE SERVICES DEPARTMENT

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

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

SERVICE AREA ANALYSIS

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

INFRASTRUCTURE & TRANSACTIONS

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

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15
81.6	81.6

SUBJECTIVE ANALYSIS OF ESTIMATES

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

Other Variations are analysed as follows:

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

CUSTOMER SERVICES

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

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15
156.2	133.2

SUBJECTIVE ANALYSIS OF ESTIMATES

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

Other Variations are analysed as follows:

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

BUSINESS IMPROVEMENT

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

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15
29.9	30.9

SUBJECTIVE ANALYSIS OF ESTIMATES

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

Other Variations are analysed as follows:

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

CORPORATE GOVERNANCE

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

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15
69.4	68.4

SUBJECTIVE ANALYSIS OF ESTIMATES

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

Other Variations are analysed as follows:

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

RESOURCES

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

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15
72.2	67.2

SUBJECTIVE ANALYSIS OF ESTIMATES

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

Other Variations are analysed as follows:

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

HR

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

FULL TIME EQUIVALENTS

Number of FTE Staff

Number of FTE Sutton TUPE staff

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

SUBJECTIVE ANALYSIS OF ESTIMATES

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

Other Variations are analysed as follows:

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

CORPORATE ITEMS

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

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15
0	0

SUBJECTIVE ANALYSIS OF ESTIMATES

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

Other Variations are analysed as follows:

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

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



2014/2015 ESTIMATES

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

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

FULL TIME EQUIVALENTS

Number of FTE Staff

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

SUBJECTIVE ANALYSIS OF ESTIMATES

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

Other Variations are analysed as follows:

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

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

Number of FTE Staff

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

SERVICE AREA ANALYSIS

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

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

Senior Management

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

FULL TIME EQUIVALENTS

Number of FTE Staff

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

SUBJECTIVE ANALYSIS OF ESTIMATES

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

Other Variations are analysed as follows:

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

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

Children's Social Care

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

FULL TIME EQUIVALENTS

Number of FTE Staff

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

SUBJECTIVE ANALYSIS OF ESTIMATES

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

Other Variations are analysed as follows:

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

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

Commissioning, Strategy and Performance

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

FULL TIME EQUIVALENTS

Number of FTE Staff

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

SUBJECTIVE ANALYSIS OF ESTIMATES

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

Other Variations are analysed as follows:

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

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

Education

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

FULL TIME EQUIVALENTS

Number of FTE Staff

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

SUBJECTIVE ANALYSIS OF ESTIMATES

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

Other Variations are analysed as follows:

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

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

Schools

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

FULL TIME EQUIVALENTS

Number of FTE Staff

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

SUBJECTIVE ANALYSIS OF ESTIMATES

2013/14		Other	2014/15	2014/15	2014/15
Estimate	Inflation	Variations	Estimate	DSG	LA
£000	£000	£000	£000	Estimate	Estimate
				£000	£000
Expenditure					
Employees	625	0	(39)	586	586
Premises	34	0	0	34	34
Transport	0	0	0	0	0
Supplies and Services	120,830	0	(5,690)	115,140	115,140
Third Party Payments	0	0	1,357	1,357	1,357
Transfer Payments	0	0	0	0	0
Support Services	0	0	0	0	0
Depreciation and Impairment Losses	4,920	0	113	5,033	0
GROSS EXPENDITURE	126,409	0	(4,259)	122,150	117,117
Income					
Government Grants	(142,363)	0	1,979	(140,384)	(140,384)
Other Reimbursements and Contributions	0	0	(1,053)	(1,053)	(1,053)
Customer and Client Receipts	0	0	0	0	0
Interest	0	0	0	0	0
Recharges	0	0	0	0	0
Reserves	0	0	0	0	0
GROSS INCOME	(142,363)	0	926	(141,437)	(141,437)
NET EXPENDITURE	(15,954)	0	(3,333)	(19,287)	(24,320)

Other Variations are analysed as follows:

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

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

Other Children Schools and Families Budgets

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

FULL TIME EQUIVALENTS

Number of FTE Staff

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

SUBJECTIVE ANALYSIS OF ESTIMATES

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

Other Variations are analysed as follows:

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



2014/2015 ESTIMATES

ENVIRONMENT AND REGENERATION DEPARTMENT

SUMMARY: ENVIRONMENT & REGENERATION

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15
655.6	641.2

SERVICE AREA ANALYSIS

	CHANGE BETWEEN YEARS			2014/2015 Estimate £000
	2013/2014 Original Estimate £000	Inflation £000	Other Variations £000	
	Street Scene and Waste	27,310	322	
Public Protection and Development	(4,794)	20	(629)	(5,403)
Sustainable Communities	1,945	43	(206)	1,782
Safer Merton	1,316	5	29	1,350
Senior Management and Support	(0)	1	(197)	(196)
TOTAL EXPENDITURE	25,777	391	(3,552)	22,616

ENVIRONMENT AND REGENERATION DEPARTMENT

Departmental Summary

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15
655.6	641.2

SUBJECTIVE ANALYSIS OF ESTIMATES

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

Other variations are analysed as follows:

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

ENVIRONMENT AND REGENERATION DEPARTMENT

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

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15
361.0	353.4

SUBJECTIVE ANALYSIS OF ESTIMATES

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

Other variations are analysed as follows:

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

ENVIRONMENT AND REGENERATION DEPARTMENT

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

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15
146.0	137.2

SUBJECTIVE ANALYSIS OF ESTIMATES

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

Other variations are analysed as follows:

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

ENVIRONMENT AND REGENERATION DEPARTMENT

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

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15
113.0	118.1

SUBJECTIVE ANALYSIS OF ESTIMATES

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

Other variations are analysed as follows:

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

ENVIRONMENT AND REGENERATION DEPARTMENT

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

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15
25.0	22.0

SUBJECTIVE ANALYSIS OF ESTIMATES

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

Other variations are analysed as follows:

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

ENVIRONMENT AND REGENERATION DEPARTMENT

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

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15
10.6	10.6

SUBJECTIVE ANALYSIS OF ESTIMATES

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

Other variations are analysed as follows:

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



2014/2015 ESTIMATES

COMMUNITY AND HOUSING DEPARTMENT

COMMUNITY AND HOUSING DEPARTMENT Total

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

FULL TIME EQUIVALENTS

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

SUBJECTIVE ANALYSIS OF ESTIMATES

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

Other Variations are analysed as follows:

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

COMMUNITY AND HOUSING DEPARTMENT Adult Education

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

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15
31.36	28.36

SUBJECTIVE ANALYSIS OF ESTIMATES

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

Other Variations are analysed as follows:

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

COMMUNITY AND HOUSING DEPARTMENT
Library & Heritage Services

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

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15
43.20	47.10

SUBJECTIVE ANALYSIS OF ESTIMATES

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

Other Variations are analysed as follows:

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

COMMUNITY AND HOUSING DEPARTMENT
Housing General Fund

Housing Needs and Enabling Service

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15
25.5	32.5

SUBJECTIVE ANALYSIS OF ESTIMATES

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

Other Variations are analysed as over leaf:

Other Variations are analysed as follows:

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

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

COMMUNITY AND HOUSING DEPARTMENT

Adult Social Care

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

FULL TIME EQUIVALENTS

Number of FTE Staff

Number of FTE PCT TUPE staff

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

SUBJECTIVE ANALYSIS OF ESTIMATES

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

Other Variations are analysed as follows:

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

COMMUNITY AND HOUSING DEPARTMENT
Public Health

This area includes all Public Health responsibilities .

FULL TIME EQUIVALENTS

Number of FTE Staff

Number of FTE PCT TUPE staff

2013/14	2014/15
9.00	10.71
0.00	0.00

SUBJECTIVE ANALYSIS OF ESTIMATES

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

Other Variations are analysed as follows:

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

Glossary of Terms & List of Acronyms

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

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

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

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

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

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

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

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

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

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

Individual authority business rates baseline

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

Individual authority start-up funding assessment

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

Levy

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

Local government spending control total

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

Local share

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

Major precepting authority

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

Major precepting authority shares

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

Multiplier

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

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

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

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

Top-up payment

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

Transitional protection payment

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

BUSINESS PLAN – LIST OF ACRONYMS

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

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

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

Council Tax Base 2014/15

1. INTRODUCTION

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

2. CALCULATING THE COUNCIL TAX BASE FOR 2014/15

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

2.5 Current Council Tax Base

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

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

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

2.6 Assumptions in the MTFS

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

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

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

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

2.7 Information from the October 2013 Council Tax Base Return

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

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

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

3. IMPLICATIONS FOR COUNCIL TAX YIELD 2014/15

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

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

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

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

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

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

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

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

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

b) Number of Chargeable Dwellings and Exempt Dwellings

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

c) Amount of Council Tax Support Reduction

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

d) Changes in Discounts and Exemptions

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

e) Summary

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

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

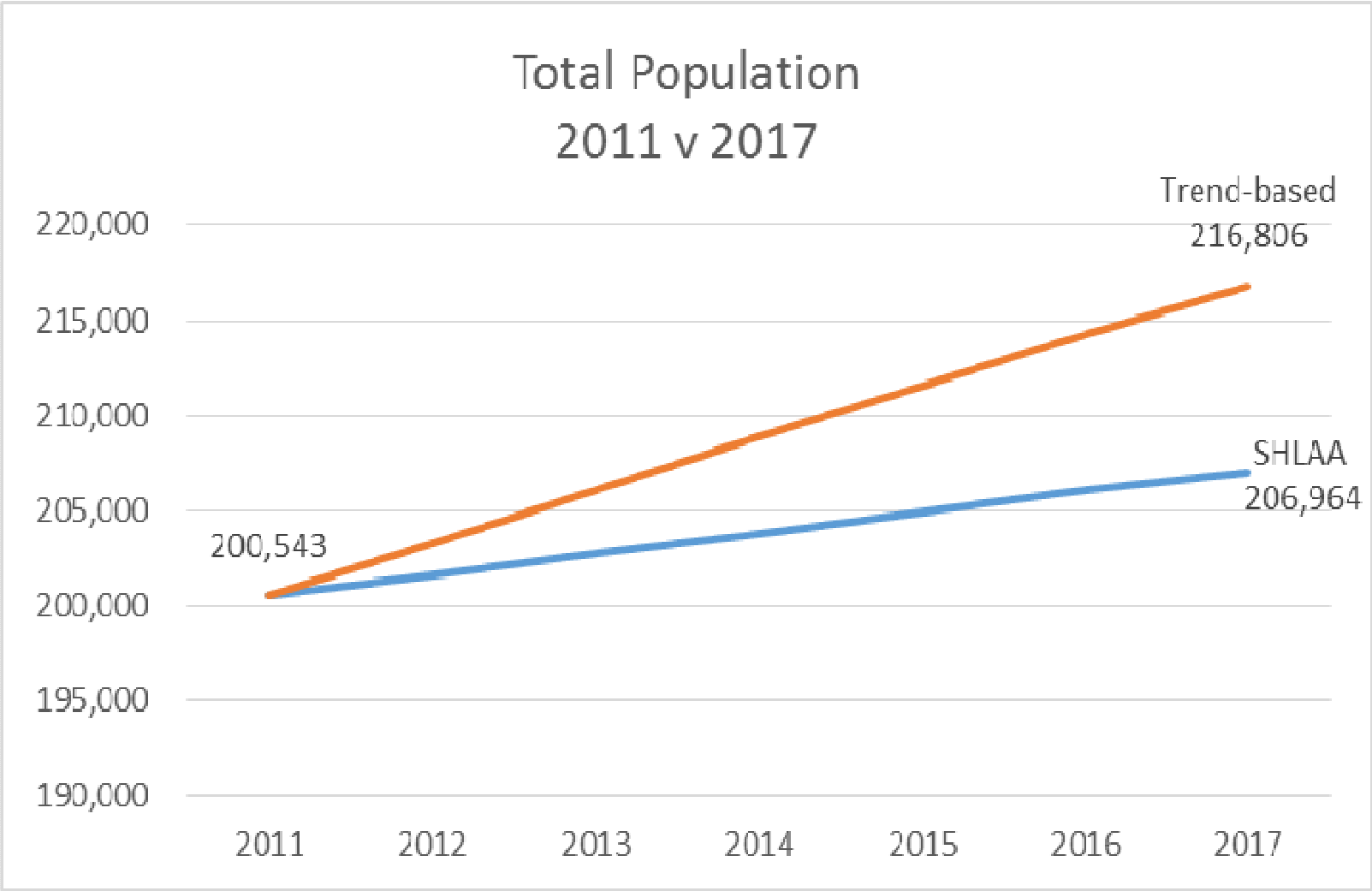
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Demographic forecasts and implications for services

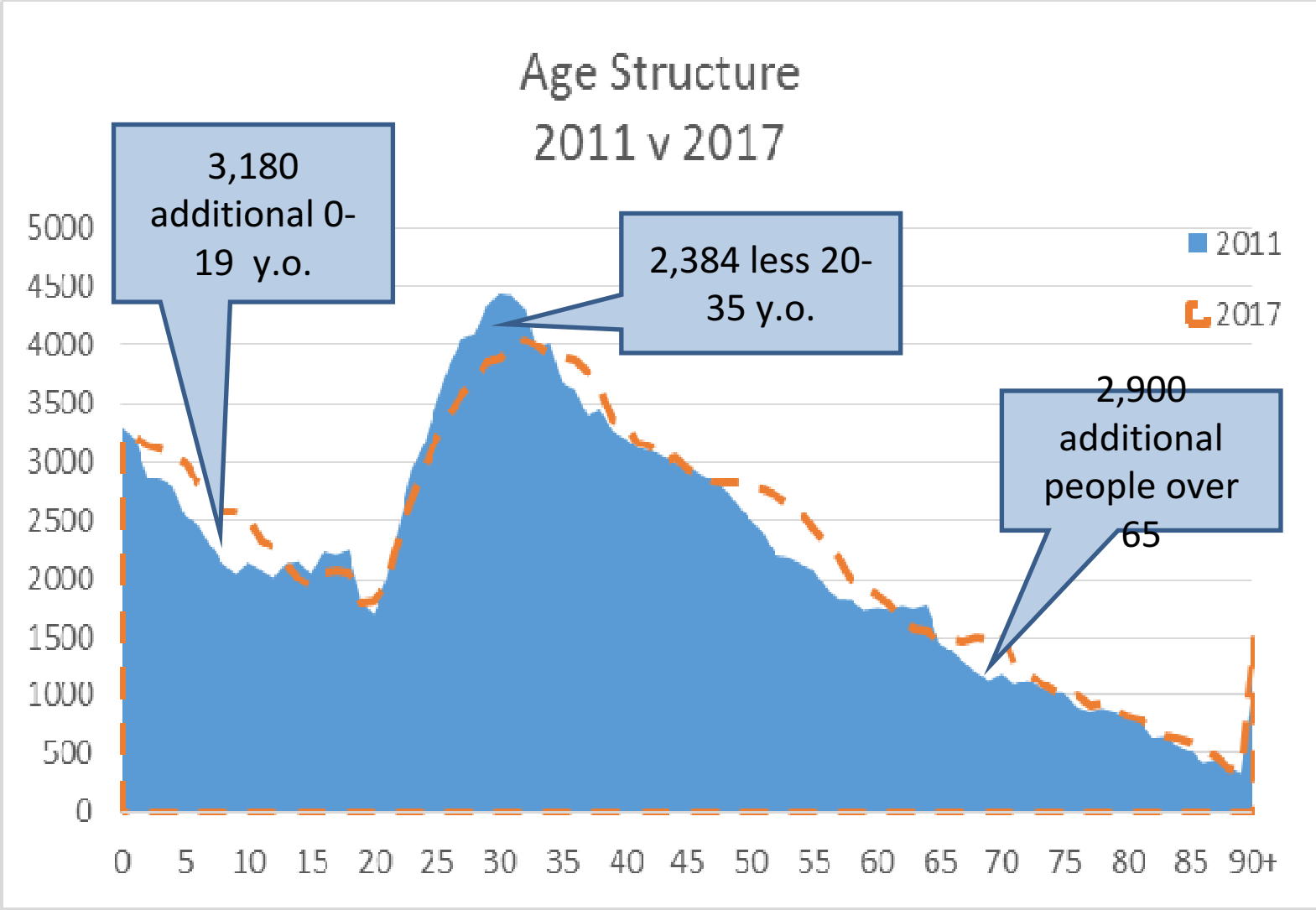
Yvette Stanley, Director of Children, Schools and Families

John Dimmer, Head of Policy, Strategy and Partnerships

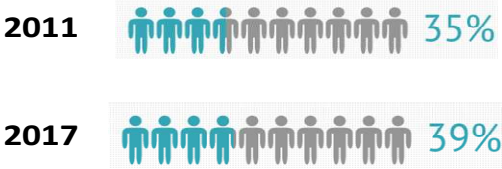
An increasing population



Increases in the younger and older age groups



Increasingly diverse



Proportion of BME residents

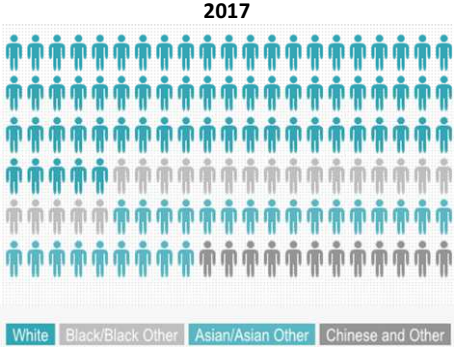
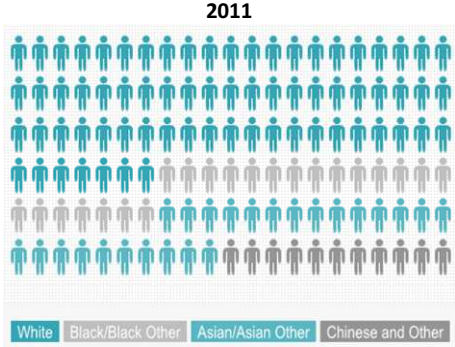


Figure 4.5 Ethnic profile 0 to 19 age group 2011 and 2017

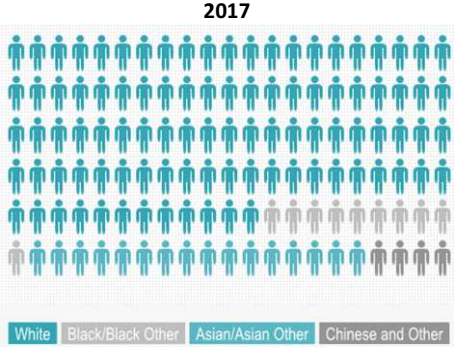
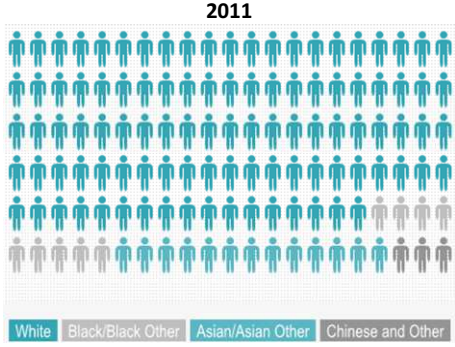
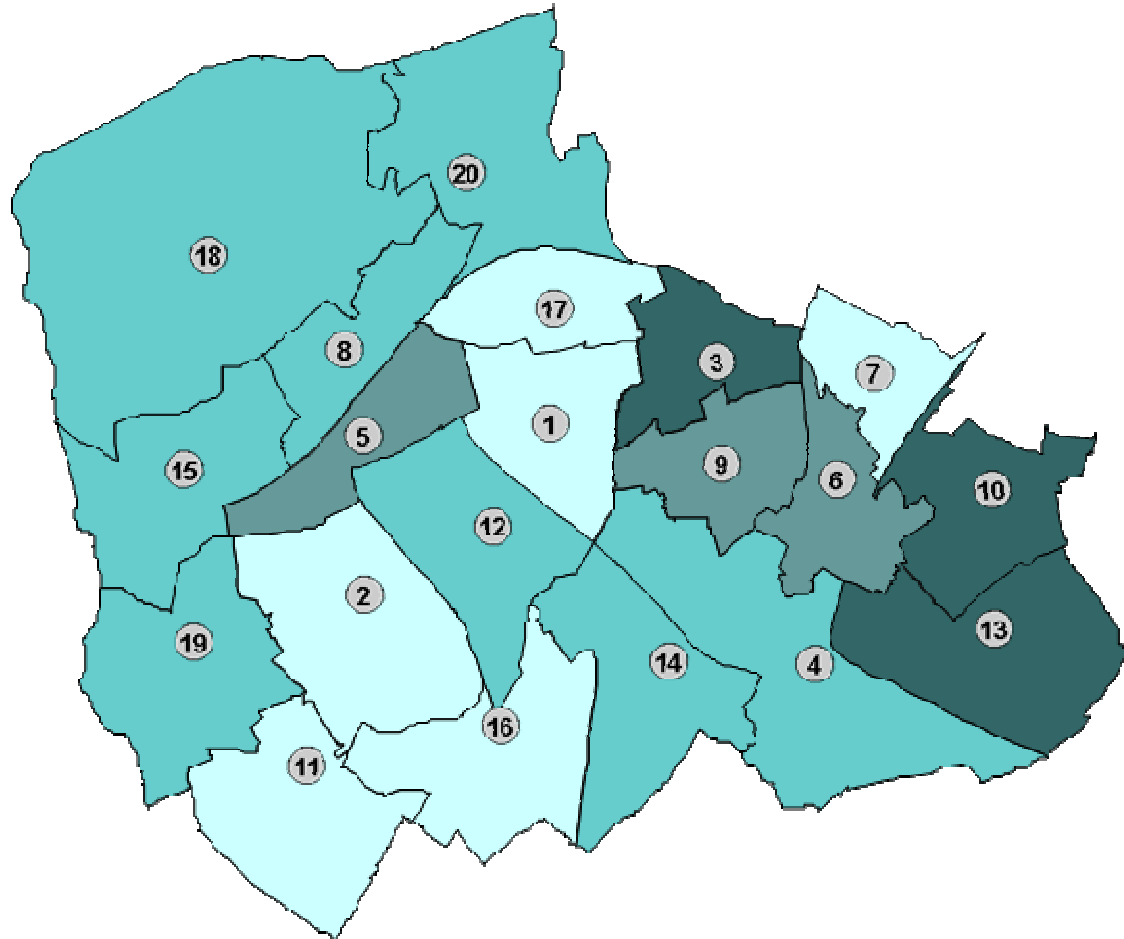


Figure 4.6: ethnic profile over 65s 2011 and 2017

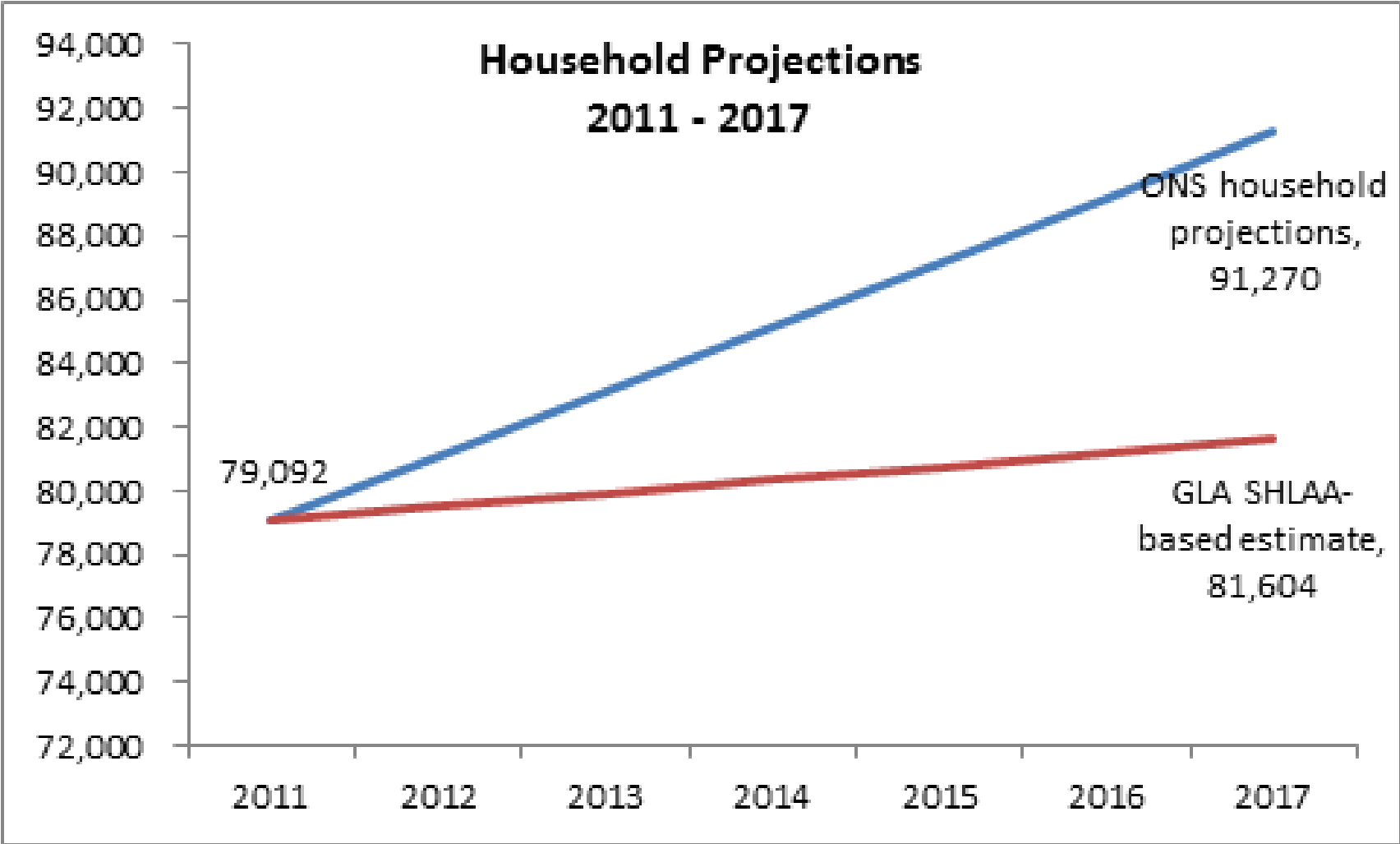
Population rising fastest in the east

Population change by 2017 (Darker – fastest population growth)

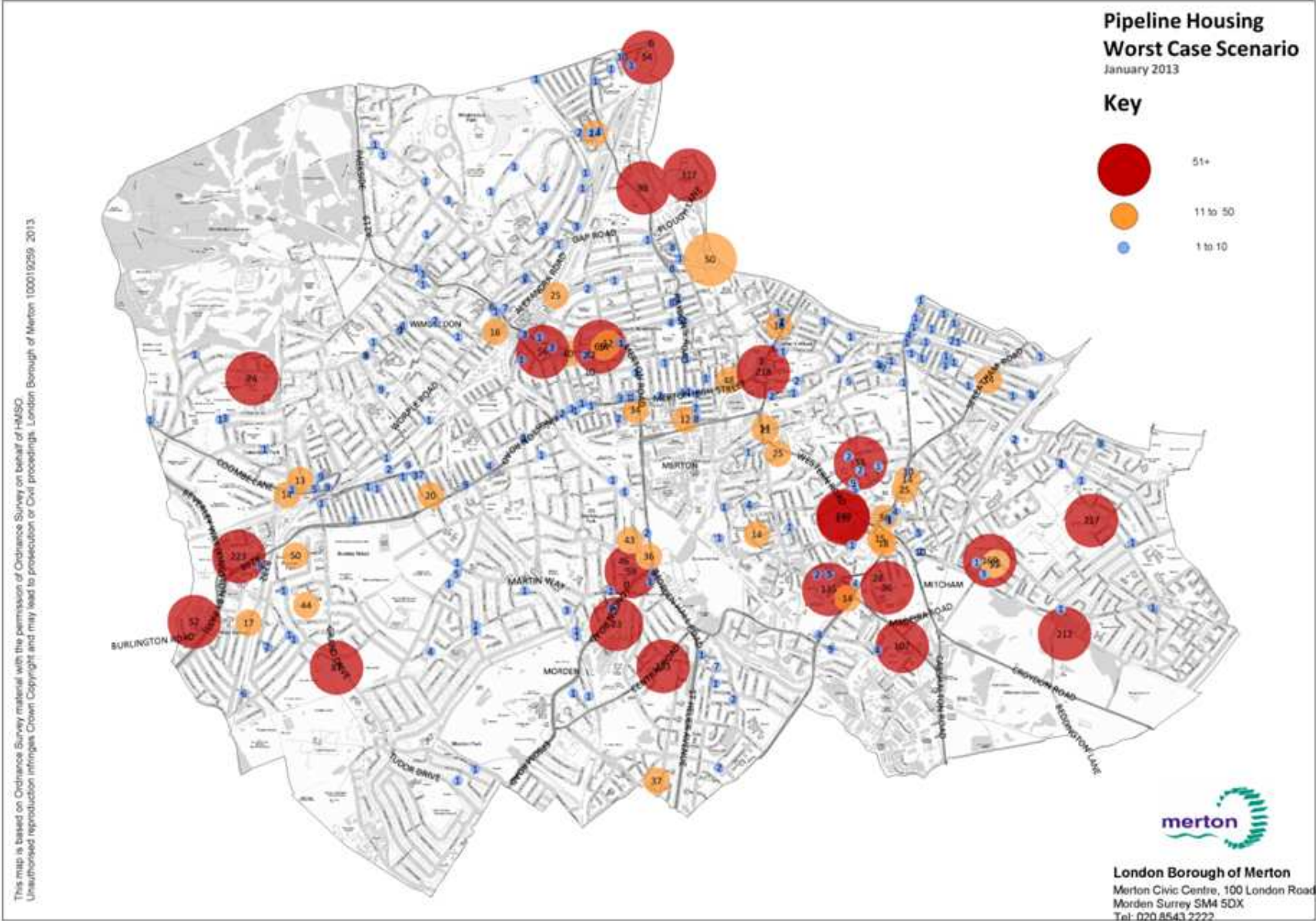
- 1 Abbey
- 2 Cannon Hill
- 3 Colliers Wood
- 4 Cricket Green
- 5 Dundonald
- 6 Figge's Marsh
- 7 Graveney
- 8 Hillside
- 9 Lavender Fields
- 10 Longthornton
- 11 Lower Morden
- 12 Merton Park
- 13 Pollards Hill
- 14 Ravensbury
- 15 Raynes Park
- 16 St. Helier
- 17 Trinity
- 18 Village
- 19 West Barnes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



Increasing number of households



New housing developments



Services for children, young people and families

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

Services for adults and older people

Demographic driver	Policy/Service changes
Increase of 2,900 people aged over 65	<ul style="list-style-type: none"> • Aging well programme to support people to live healthy lives in their own home • Merton-i portal
Rising population in the east of the borough which has lower life expectancy than the west of the borough	<ul style="list-style-type: none"> • Health and wellbeing fund to deliver sustainable health improvements in the east.
An increase of 2,295 in people aged 45 to 54	<ul style="list-style-type: none"> • The Live Well programme offers free health improvement advice. • Establish a Healthy Workplace scheme for the Council

Housing, transport and the economy

Demographic driver	Policy/Service changes
Up to 12,200 additional households	<ul style="list-style-type: none"> • Using planning policies and working with housing providers to increase the number of affordable homes • Rental deposit scheme • Promoting the Mayor’s London Rental Standard • Reviewing Homelessness Strategy
Potential for increase congestion as a result of the increasing population	<ul style="list-style-type: none"> • New housing development targeted to areas with good public transport • Shortlisted for the Mayor’s mini Holland programme
Increasing number of schools leavers	<ul style="list-style-type: none"> • Economic Development Strategy prioritises support for new business start-ups, inward investment, town centre initiatives and supporting residents into work.

Proportion of expenditure by service type

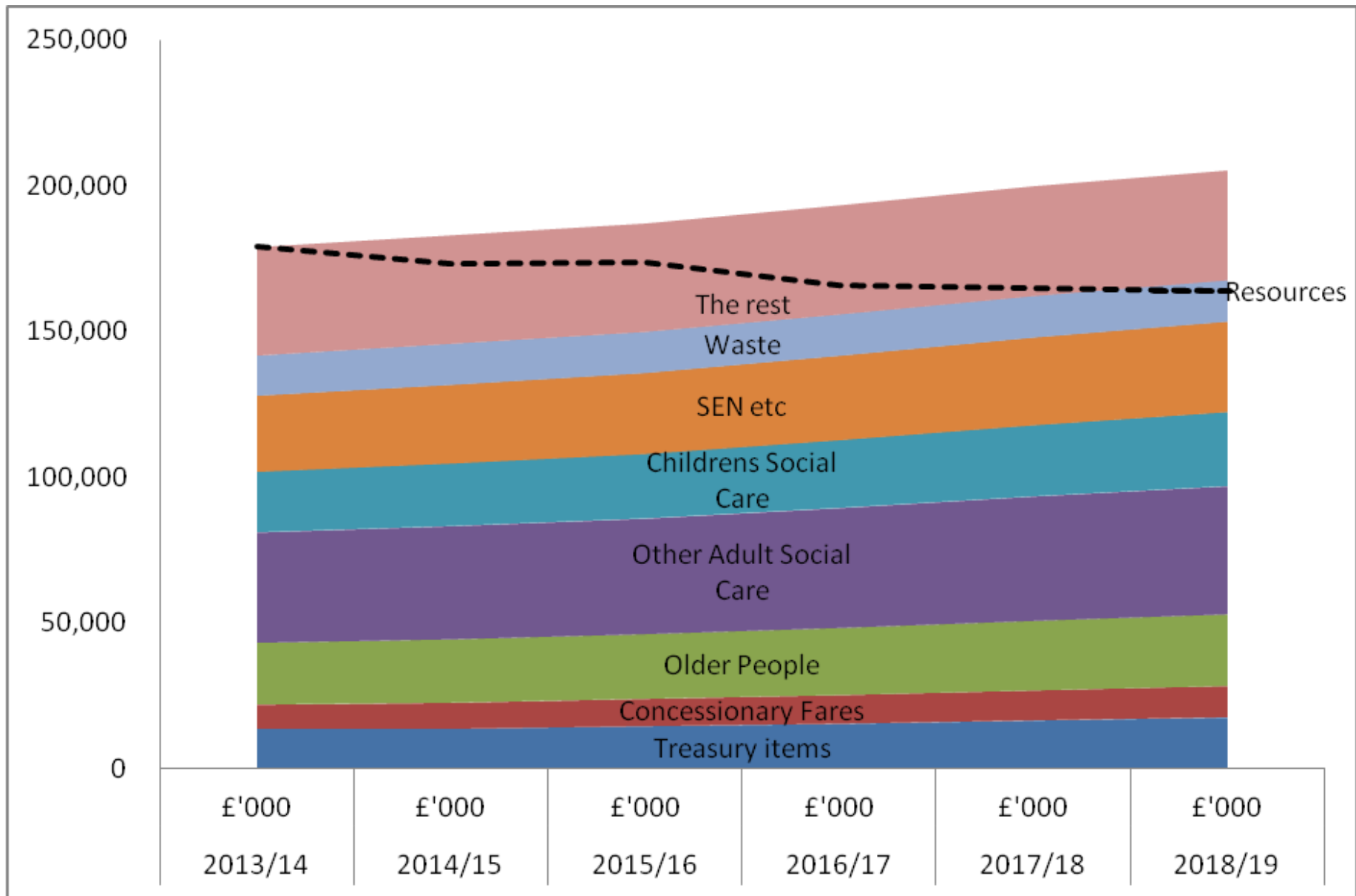
2010/11

2013/14



Spending pressures and likely resources

Page 176





Merton 2017

An analysis of key demographic trends and their likely impact on service delivery

Report prepared by the Policy Network

London Borough of Merton

November 2013

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1. Executive Summary

1.1 Introduction

This report considers what Merton might look like in 2017, how demographic changes could impact on the services the Council provides and how the Council is planning ahead for changes in demand for its services. Demographic pressures also need to be considered alongside the resources available to deliver services. There have already been significant reductions in public sector resources and further reductions are inevitable. As well as demographic and financial factors, there are significant legislative changes in the pipeline, in particular the government's welfare reform changes and changes to health and social care.

1.2 Merton in 2017

The GLA forecasts that Merton's population will increase between 6,000 and 16,000 people by 2017. This is a growth of between 3% and 8%. Whilst slightly lower than the rest of London this increase will put further pressure on public services and infrastructure in the borough.

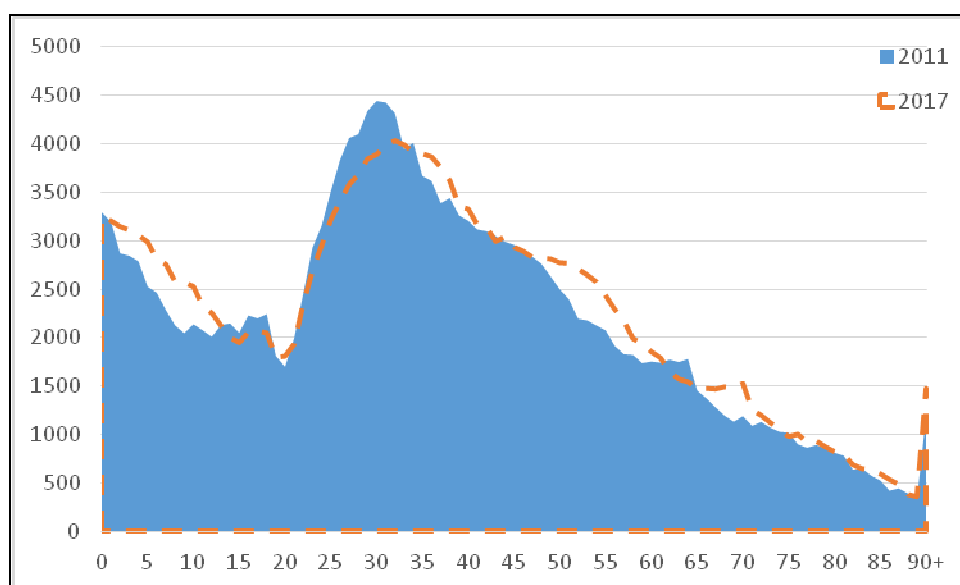


Figure 1.1: Age profile for Merton 2011 and 2017

A significant feature of Merton's population in 2017 is the changing age profile of the borough's residents with an increase in the proportion of older and younger age groups. The number of children and young people aged 0-19 is forecast to increase by around 3,180 (7%) over this period. In particular, there is forecast to be an increase of 2,270 (20%) in the number of children aged 5 to 9. It is notable that the 20 to 35 age group is forecast to fall by 2017, perhaps reflecting the lack of affordable housing in the borough. There is also forecast to be an increase of around 2,900 people (11%) in the over 65 age group with an increase of around 1,500 (25%) in the over 90 age group. These changes are likely to result in demand pressures in three key areas of service provision – education, children's social care and adult social care.

The ethnic composition of the borough is also forecast to change significantly, with the proportion of people from a BAME background increasing from 35% in 2011 to 39% in 2017. The largest increases are in the Other Asian, Black African and Pakistani ethnic groups. The ethnic composition of the

borough's residents also differs across age groups with a forecast increase in the proportion of BAME people in the 0-19 age group from 44% in 2011 to 47% in 2017.

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

1.3 Implications for children, families and young people

The key implications for children, families and young people include:

- the high birth rate and increase in children under 5 will place additional demands on health services in particular new born and child screening, immunisations and 6 week checks
- the increase in the 0-4 age group will increase demand for affordable childcare and nursery provision
- the rapid increase in the primary school age group will increase demand for primary places and subsequently for secondary places, also the demand for SEN provision will also increase
- the increase in the number of children living in areas of deprivation to the east of Merton will increase the number of pupils experiencing factors that could affect educational attainment e.g. low income, poor housing etc.
- this increase in the 0-19 age group is likely to increase demand for children's social care services.

Further detail on the implications of these demographic changes and how the Council is responding to them is set out in chapter 5.

1.4 Implications for adult social care and public health

The key implications for adult social care and public health include:

- the increase in the older population coupled with people living longer will increase demand for adult social care and health services
- the increase in the BAME population has implications for public health where risks for specific diseases, lifestyle risks and lower awareness of prevention services result in higher prevalence of disease amongst the BAME population
- without changes in lifestyle the increase in the number of people aged over 45 suggests disease prevalence in Merton will also increase, with implications for both health and social care services.

Further detail on the implications of these demographic changes and how the Council is responding to them is set out in chapter 6.

1.5 Implications for housing, environment, libraries, transport and economic development

The key implications for housing, environment, libraries, transport and economic development include:

- the increase in the number of households combined with rising house prices and growth in the private rented sector is likely to result in lower income households living in poorer quality accommodation and rising homelessness
- the increase in the number of households and the number of larger households could result in more waste going to the South London Waste Partnership's 'energy from waste' plant unless recycling levels increase
- the increase in households with children and population growth focused in wards to the east with poorer public transport links could increase the number of cars on the road and congestion
- an increasing number of school leavers and an increase in the number of jobs in Merton requires a co-ordinated approach to improving pathways into work.

Further detail on the implications of these demographic changes and how the Council is responding to them is set out in chapter 7.

1.6 Financial implications

If future expenditure on social care services and education were to increase in line with demand then all other Council services, with the exception of waste management, would have to cease – an impossible scenario. Given the resources available to the Council this means that any increase in demand caused by demographic changes must be contained within existing budgets though either efficiency savings or ceasing to deliver some services.

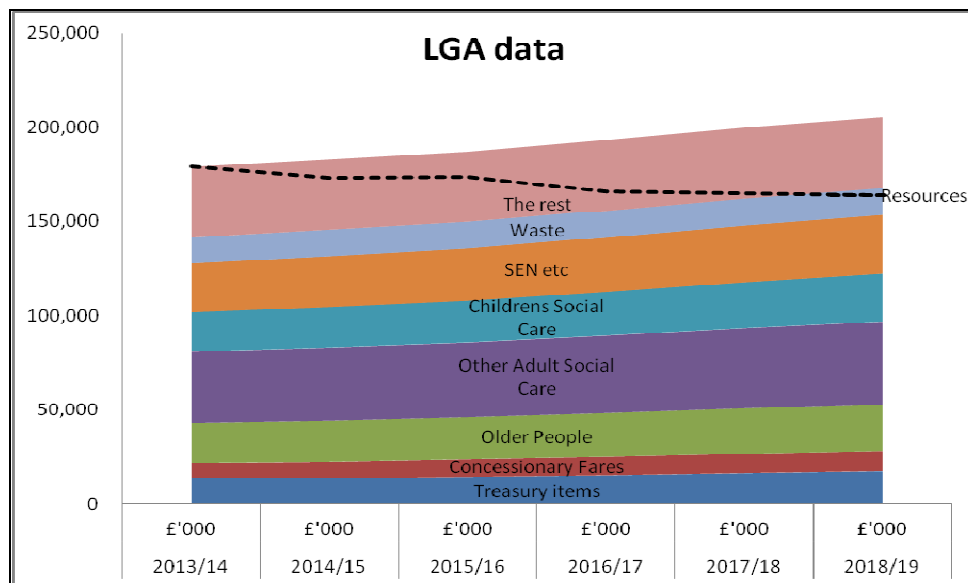


Figure 1.2: LGA modelling of service demand, expenditure requirements and likely resources 2013/14 - 2018/19

2. Introduction

2.1 Purpose

This report models what Merton's demography could look like in 2017 and considers the potential implications for services, set alongside the Council's financial strategy and future legislative changes that will impact on local government in the coming years. The report also looks at how the Council is planning to respond to these changes.

2.2 Methodology

This report has been prepared by the Council's Policy Network. This is a group of policy experts within the Council drawn together to model and analyse how demographic changes will impact on Council services. This project was sponsored by the Chief Executive and the project was led by the Director of Children, Schools and Families.

2.3 Data

The basis of the demographic forecast of what Merton will look like in 2017 is the Greater London Authority (GLA) population projections. These are based on births, deaths and migration and use population data from the Office for National Statistics (ONS) which is largely based on the Census 2011.

The GLA publish two projections models (SHLAA and Trend-based) based on 2011 Census data. The SHLAA forecast is the GLA population projection model which is linked to development trajectories from the Strategic Housing Land Availability Assessment (SHLAA). The Trend-based projection does not take dwellings into account but considers births, population (by single year of age), migration (outflows and inflows), total fertility rates and life expectancy at birth. In general, forecasts in this report refer to the SHLAA based projection but the Trend based forecast is also referred to from time to time and this is made clear in the relevant section.

Where possible we have sought to use internal data sources alongside the GLA forecasts in order to provide a secondary source for modelling. In many cases forecasts are based on regression analysis – examining trends and forecasting them forward. Where other data sources have been used these are referenced in the report.

In most cases the starting point for comparison will be 2011 (the date of the last Census). Where this is not the case e.g. if 2013 data has been used, this is stated in the report.

In most cases we have rounded numbers to the nearest 100 and percentages to the nearest whole number.

3. Key policy and legislative drivers

3.1 Introduction

The main purpose of this report is to consider the impact of demographic change on the demand for Council services. However, demographic change is only one of a number of factors that the Council must consider when planning future service provision. The impact of the latest Comprehensive Spending Review on the resources that the Council has available to provide services is profound. In addition there are some significant legislative changes at a national level that will impact on what and how services are provided by local government. The main changes are set out below.

Policy/legislative driver	Possible impact on council/partners
<p>Comprehensive Spending Review - the latest Office for Budget Responsibility (OBR) fiscal outlook predicts the total amount of discretionary spending allocated to government departments will fall by 11% between 2011/12 and 2016/17.</p>	<ul style="list-style-type: none"> • Funding available to local authorities through the Local Government Finance Settlement is expected to continue to decrease in line with the overall reduction in departmental allocations placing further pressures on council services.
<p>Welfare Reform – a suite of changes to the current welfare benefits system which will see the streamlining of core benefits with the roll out of Universal Credit (UC) from late 2013 and the introduction of the Benefits Cap which will limit the total amount of benefit working-age claimants can receive to £500 per week. New claimants applying for Disability Living Allowance (DLA) will be moved to the Personalised Independence Payment (PIP) system with tighter eligibility criteria and more frequent assessments.</p>	<ul style="list-style-type: none"> • Benefit cap likely to result in increased pressure on services from low-income and unemployed households moving into the borough from high-rent areas in neighbouring boroughs. • Move to direct payments likely to have a negative impact on collection of rents. • Increased pressure on Housing Needs and assessment teams to provide suitable accommodation for residents deemed to be under-occupying. • 20% budget cut in DLA budget will mean that a large number of new claimants applying for PIP will be turned down. Likely to have an impact on Council support and assessment services. •
<p>Care and Support Bill - due to become law by 2016, the Care Bill addresses three key areas of health and social care: Part 1: the major reform of adult social care law; Part 2: health reforms in response to the Francis Inquiry; Part 3: arrangements for Health Education and Health Research. Changes under Part 1 of the Bill are likely to have the greatest impact on how the Council and local partners develop and deliver services.</p>	<ul style="list-style-type: none"> ▪ Wellbeing, prevention and information and advice - current “signposting services” will not be enough and it is likely that the council will need to commission a range of services from basic online information to advocacy services for all customers. ▪ Self funding individuals will also become the responsibility of the council. This could potentially double the adult social care customer base. ▪ Charging – the council will be able to charge for services, but a financial cap of £72,000 on an individual’s liability for care costs will be introduced.

	<ul style="list-style-type: none"> ▪ Needs assessment and eligibility - duty on the council to carry out a needs assessment where it appears that there is a need for care and support for all individuals. Where the threshold for eligibility for services will lie is a matter for debate but is currently placed at “significant” in the Bill. A lower threshold could have significant resource implications for the Council and local health partners. ▪ Integration – the Council will have a duty to promote integration with the NHS and other health-related services but the Bill does not specify how other services, such as housing, should support integration. ▪ Diversity of provider – the council must also promote diversity by promoting and building an effective market by shaping services which people use. This will include not just care and support but shaping services to enable individuals to undertake work, training and education.
<p>Children and Families Bill – due to become law by 2016, the Children and Families Bill seeks to reform the systems for adoption, looked after children, family justice and special educational needs (SEN). It will reform childcare provision and introduce a new system of shared parental leave.</p>	<ul style="list-style-type: none"> ▪ Adoption – provision to allow the Secretary of State to enforce a local authority to outsource adoption services could cause significant disruption to services and damage relationships with families, parents and children engaged in the adoption process. ▪ SEN – likely to have a financial impact on the council as the Bill extends the current definitions of special educational needs and special educational provision to include young persons in education or training under the age of 25. The Bill also places greater demand on the Council to engage parents and children in the design and delivery of SEN services.
<p>Planning reforms - Since the Coalition Agreement, major reforms to the planning system have taken place with the introduction of the Localism Act 2011 and the National Planning Policy Framework.</p>	<ul style="list-style-type: none"> • New legislation could allow planning applications to be decided by the Planning Inspectorate, if it is decided that a council has a track record of consistently poor performance. Such loss of control could impact on a council’s ability to place-shape in the future. • Existing permitted development rights have also been increased to allow shops to be converted into homes. More households will mean a greater pressure on infrastructure and services. • New flexibilities and restrictions on how funding raised via the Community Infrastructure Levy can be used will bring opportunities and challenges.

4. Merton 2017 population forecast

4.1 Introduction

This chapter sets out the main demographic changes forecast for Merton by 2017 in terms of the overall population, age and ethnicity. It also sets out how these changes are reflected at individual ward level. The chapters that follow look at what we think are the main service implications for the Council arising from these demographic shifts and how the Council is responding to these changes.

4.2 Population

Based on current trends Merton's population would increase by 16,000 people between 2011 and 2017. If we look at the GLA's SHLAA forecast that factors in housing availability this suggests an increase of 6000 additional people living in Merton. Therefore Merton's population is likely to grow by between 3% and 8% over this period. Looking at the SHLAA forecast the projected growth is less than Outer London (6%) and Greater London (7%).

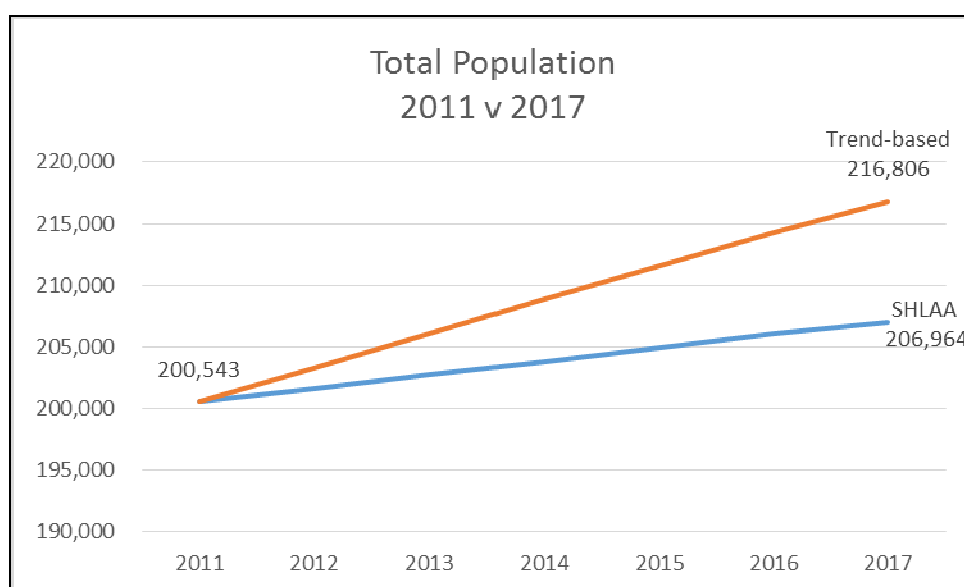


Figure 4.1: population in Merton 2011 to 2017

4.3 Age structure

The number of children and young people aged 0-19 is forecast to increase by 3,180 (7%) between 2011 and 2017. The number of people aged over 65 is also forecast to increase significantly over this period, rising by 2,900 people (11%). The number of people aged between 20 and 35 is forecast to decrease. These trends are significant in terms of service implications, in particular for education and social care, which are explored further in the next chapters. These demographic shifts are similar to what is happening in London as a whole, except for the decrease in the 20 to 35 age group.

Looking at the ratio between the working age and non-working age populations (the age dependency ratio) we see a decrease in the proportion of the working age population from 69% to 67%. This reflects the fall in the number of people aged between 20 and 35, and the increase in the younger and older cohorts. The reason for the fall in the 20 to 35 age group is not clear. It could reflect people moving away from Merton to seek work or because of the cost of housing in the borough.

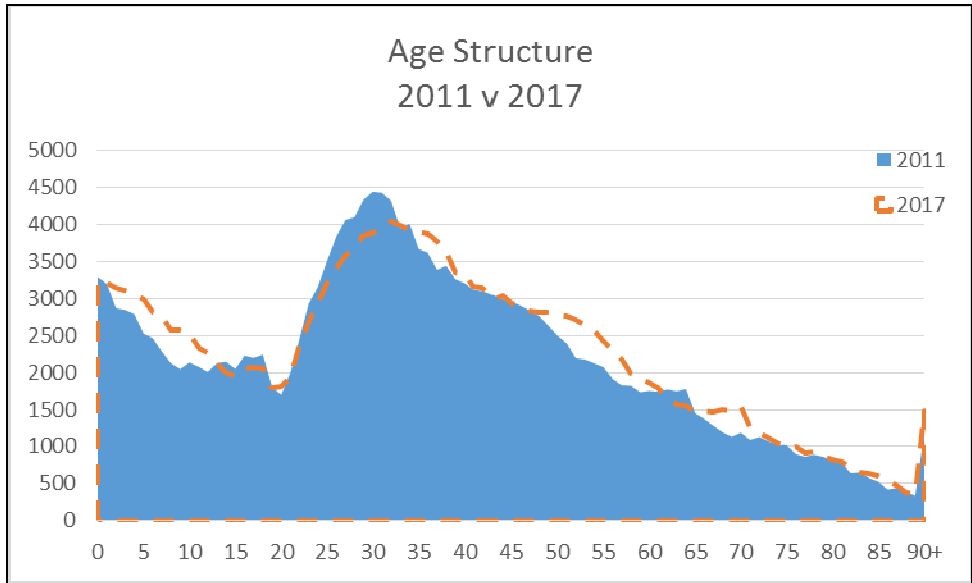


Figure 4.2: age profile for Merton 2011 and 2017

The forecast increase in the overall population is the product of the number of births forecast to be significantly higher than deaths: around 3,500 births a year over this period.

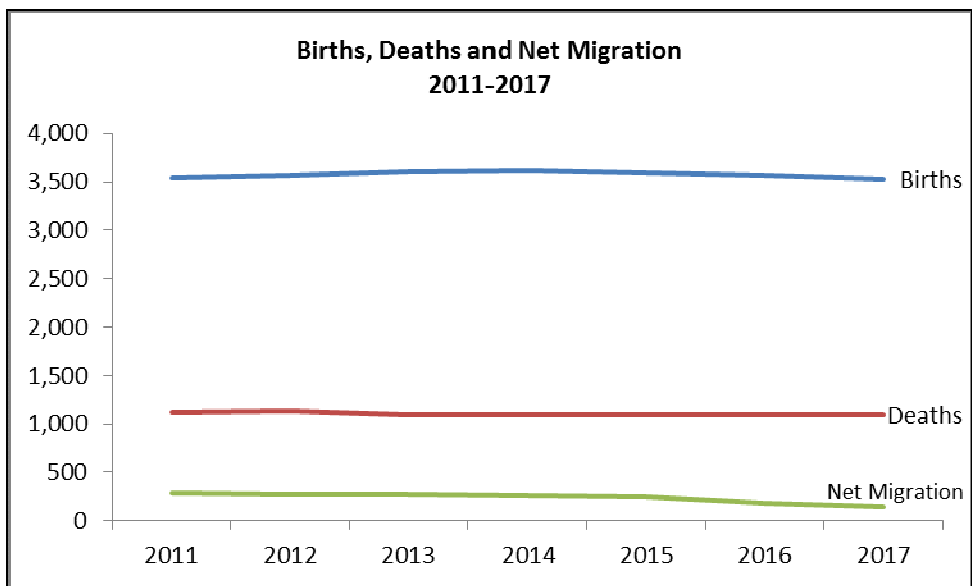


Figure 4.3 Births, deaths and net migration 2011 to 2017

4.4 Ethnicity

Merton's ethnic profile is forecast to change significantly by 2017. The proportion of Merton's Black and Minority Ethnic (BAME) population is expected to increase from 35% in 2011 to 39% in 2017. However, this is still lower than the forecast BAME population in 2017 for London as a whole (45%) and Outer London (44%).

Looking at the breakdown of the BAME population, the largest increases are in Other Asian (notably Sri Lankan), Black African and Pakistani groups. In Outer London, the largest growth groups are forecasted to be Other Asian, Black African and Black Other. In Greater London, the BAME population is forecast to increase by 19%, with Other Asian (30%), Black Other (28%) and Other (28%) ethnic groups the biggest increases.

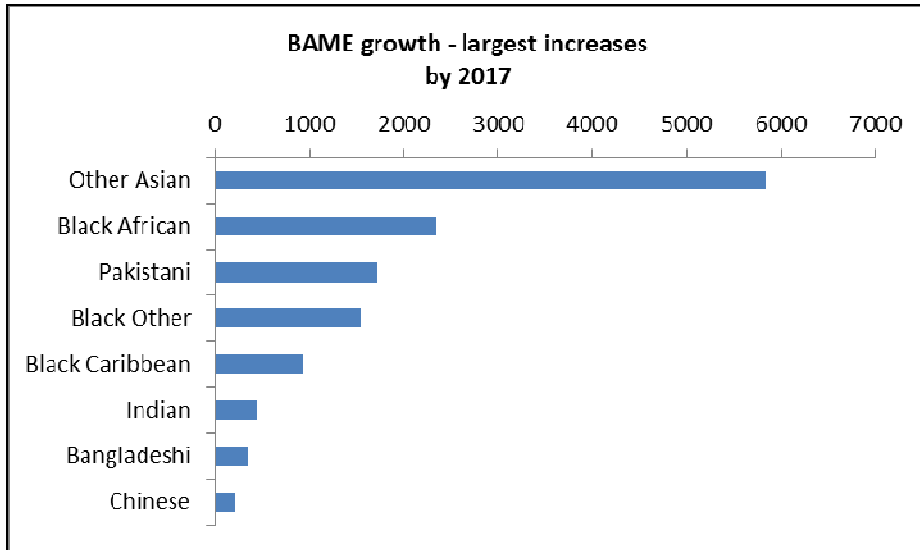


Fig.re 4.4: BAME population growth by 2017

The increase in the proportion of people from BAME groups is across all age groups. However, the proportion of younger BAME people is considerably higher than for older people.

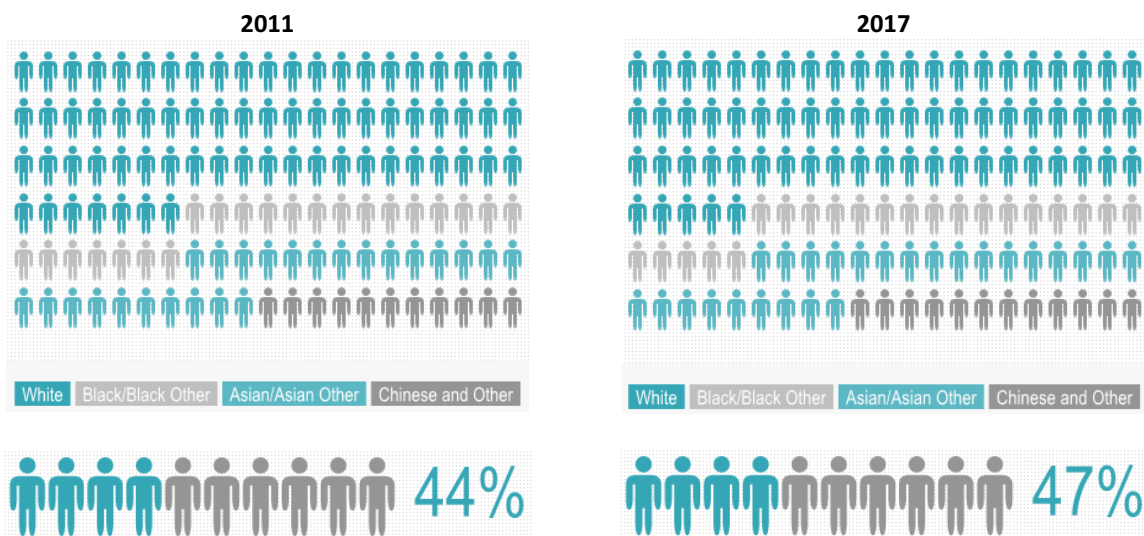


Figure 4.5: Ethnic profile 0 to 19 age group 2011 and 2017

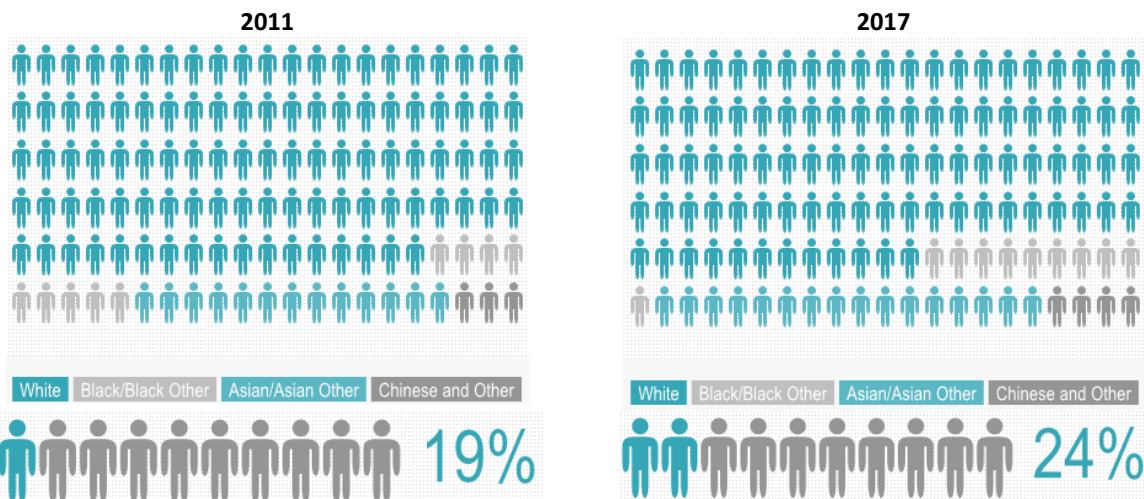


Figure 4.6: ethnic profile over 65s 2011 and 2017

4.5 Migration

As detailed in figure 4.3 above, the overall levels of net migration in Merton are low. However, this masks a significant population churn. The GLA forecast suggests that in the region of 20,000 people a year will move in and out of Merton each year. Data from the 2011 Census shows that 43% of residents were born outside the UK with the largest proportion born in Poland. This profile may change in future as EU working restrictions for residents of Romania and Bulgaria are lifted at the end of 2013.

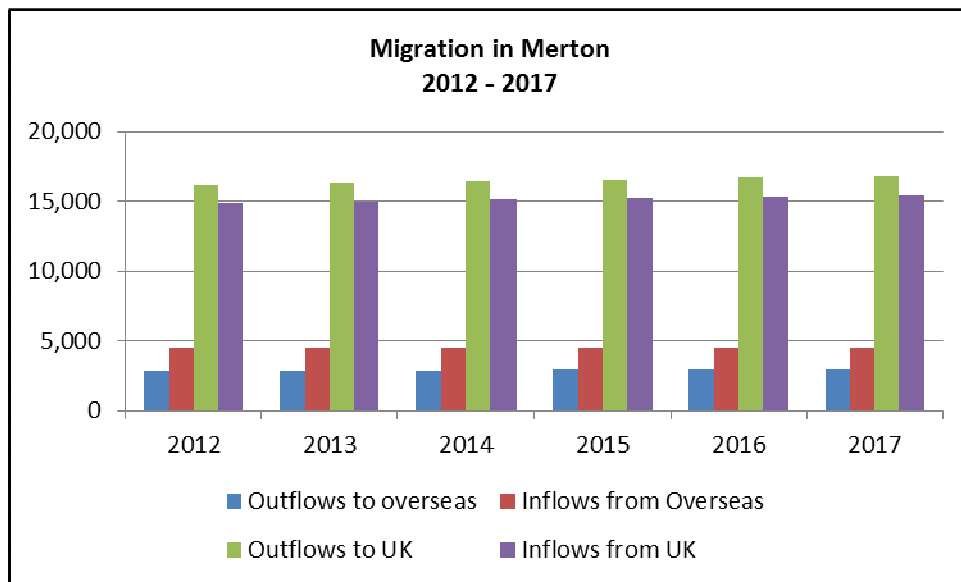


Figure 4.7 Migration 2012 to 2017

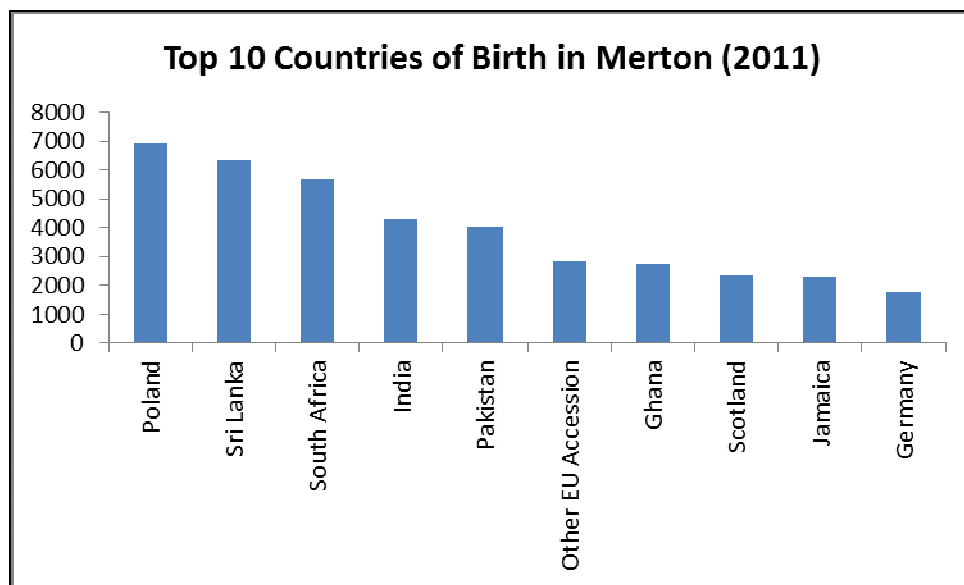


Figure 4.8: Merton residents born overseas

4.6 Ward level forecasts

4.6.1 Population

Wards to the east, in particular, Longthornton, Pollards Hill and Colliers Wood, are forecast to see the largest increases in population between 2011 and 2017. The populations in these wards are expected to increase by over 4% (460+ people).

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

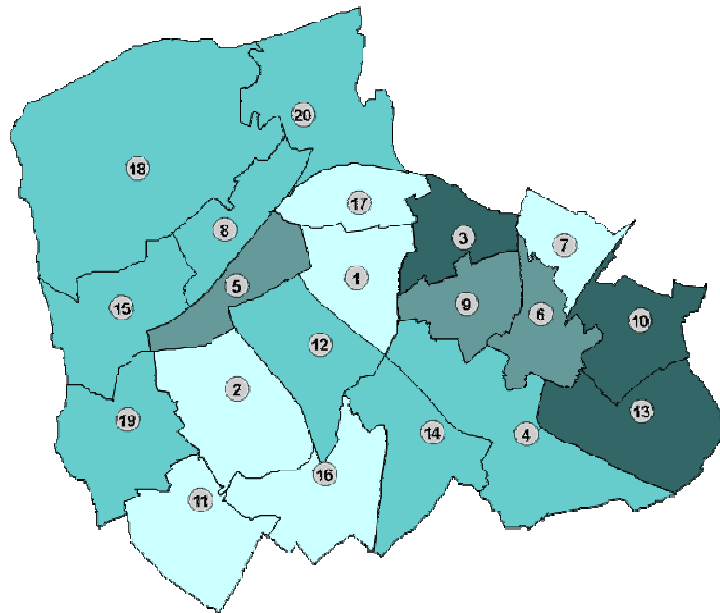


Figure 4.9: Population growth (darkest is highest growth and lightest is lowest)

In terms of population density overall, Cricket Green, Figges Marsh, Wimbledon Park and Colliers Wood are forecast to remain the most populous wards in Merton in 2017. However, the forecast 4.6% population growth in Pollards Hill, the second largest growth, will see it become the fifth most populous ward (from seventh).

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

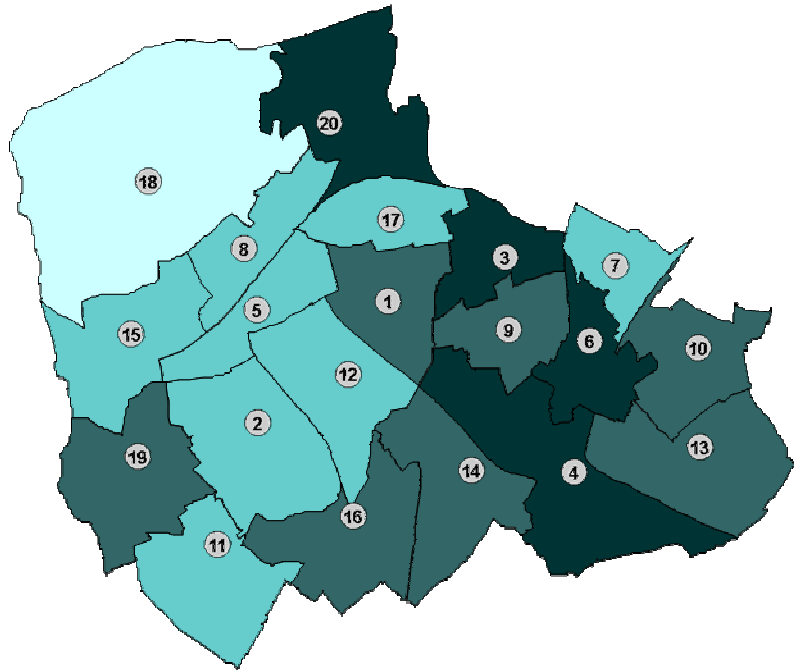


Figure 4.10: Population density (darker equates to highest population and lightest, lowest)

If we overlay deprivation data from the Index of Multiple Deprivation¹ we can see that population growth and highest density is in wards toward the east of the borough which currently have higher levels of deprivation compared to the east of the borough.

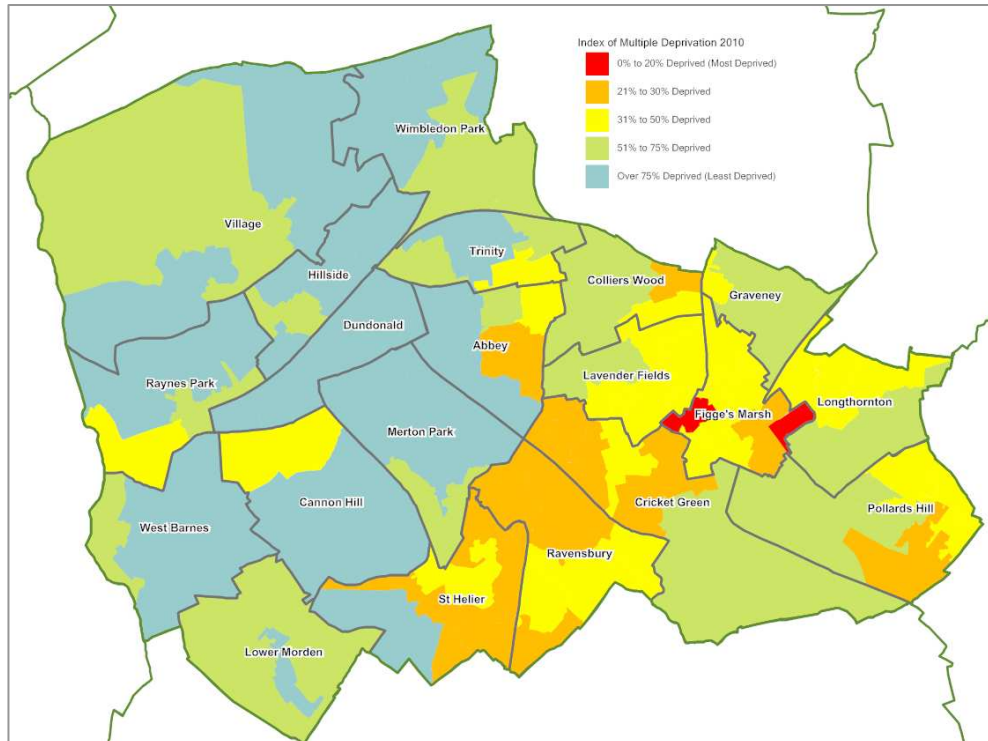


Figure 4.11: Index of Multiple Deprivation 2010

¹ It should be noted that the IMD has not been updated since 2010

4.6.2 Age structure

Population growth in Pollards Hill ward is forecast to be driven by the population aged over-20, in particular those aged 65 and over, with a growth of around 205 people in this age group.

Similarly, in Longthornton ward, population growth will be driven by the over-20 age group. The 45-64 age range in particular is forecast to grow by 209 people. Both wards will see decreases in the children and young people population, driven mainly by a decrease in the 10-19 age range.

Colliers Wood is forecast to have large increases in the 0-19 age group and the 45-64 age group, 327 and 256 people respectively. The 20-44 population is projected to see a fall of 257 people. This suggests that population growth in Colliers Wood will be driven by an increase in families with children.

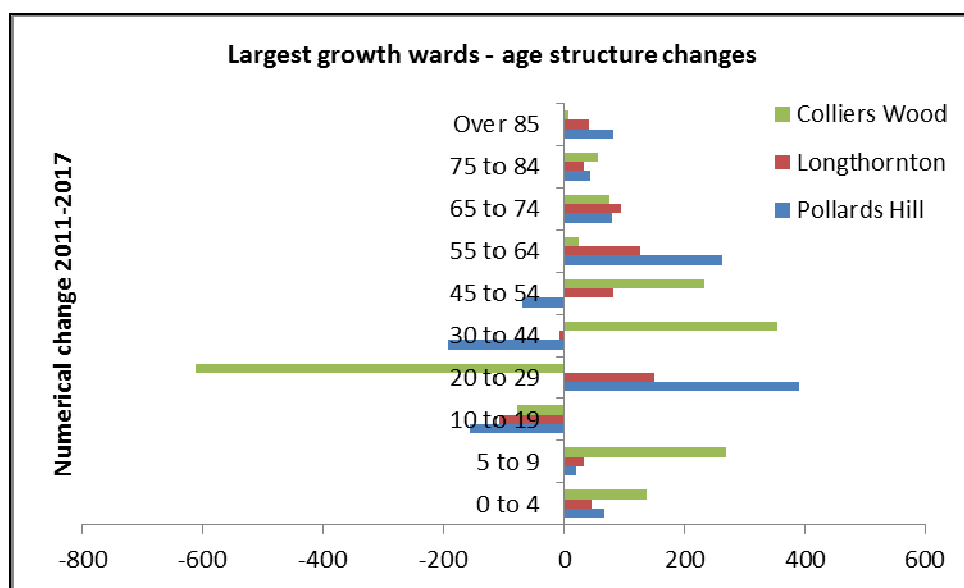


Figure 4.12: Age structure changes in Merton's three fastest growing wards

We have also looked at the forecast age dependency ratio for 2017 (the proportion of the working age population compared to the non working age population). The lighter shading in the diagram below indicates a higher proportion of working age residents. There is an overall increase in the non-working (dependent) population between 2011 and 2017 in a number of wards.

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

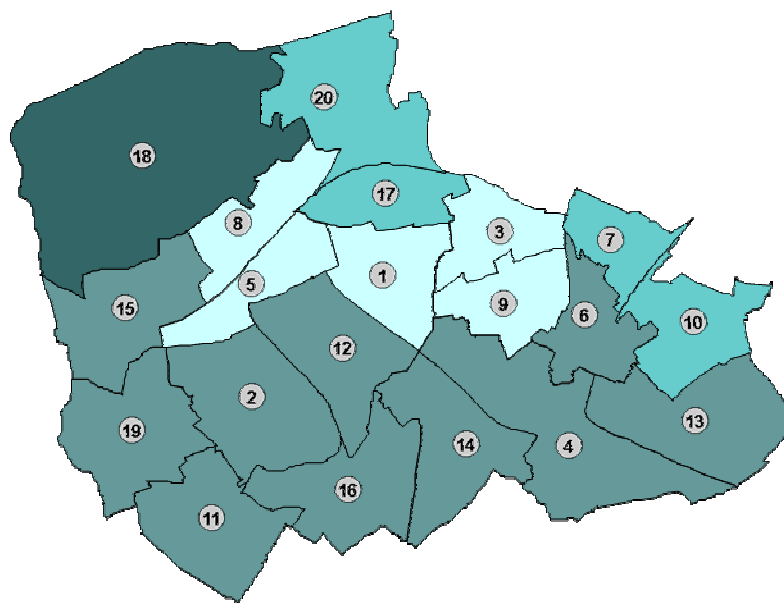


Figure 4.13: the age dependency ratio in 2017

4.6.3 Ethnicity

The proportion of people from BAME groups also varies significantly by ward with those wards to the east of Merton having a higher proportion of people from BAME groups. Data is not available to forecast ethnicity in 2017.

- 1 Abbey
- 2 Cannon Hill
- 3 Colliers Wood
- 4 Cricket Green
- 5 Dundonald
- 6 Figges Marsh
- 7 Graveney
- 8 Hillside
- 9 Lavender Fields
- 10 Longthornton
- 11 Lower Morden
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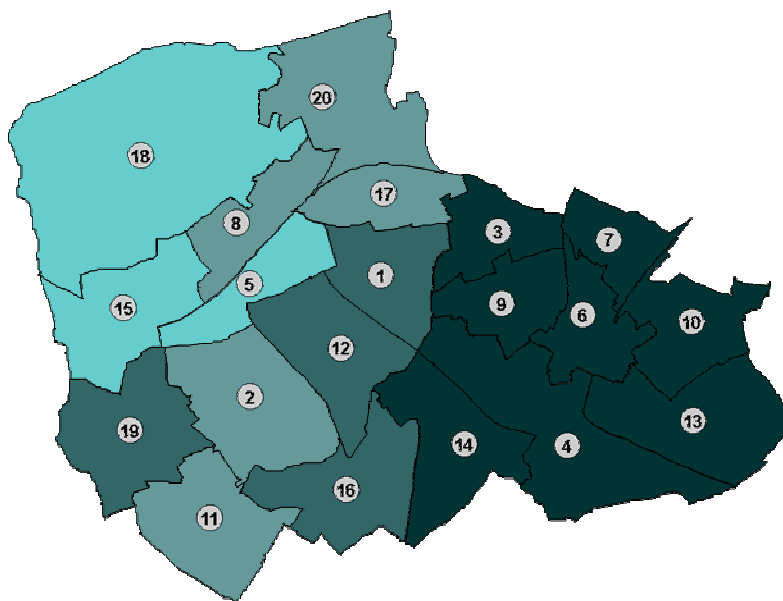


Figure 4.14: White to BAME ratio 2011 (darkest is highest proportion of BAME residents)

5. Service implications for children, young people and families, health, education and care

Summary

Potential impact of demographic change	Examples of how the Council is responding
<ul style="list-style-type: none"> • Increase of 780 children aged 0-4 • Population growth in Merton's most deprived wards <p>Increase in demand for childcare and nursery places.</p> <p>Additional pressure on the Healthy Child programme (new born and child screening, immunisations, 6-week checks) delivered by midwives, health visitors and GPs.</p>	<ul style="list-style-type: none"> • Deliver free education and childcare statutory entitlement in most economic and cost effective way. • Continue to work with private, voluntary and independent childcare providers to stimulate the market including through provision of 2 year old places. • Continuing to invest in early child development through children's centres • Working with primary care to integrate childhood immunisations with school entry • Continue the Healthy Schools programme to help children develop healthy habits for later in life
<ul style="list-style-type: none"> • Increase of 2,270 children aged 5-9 • Population growth in Merton's most deprived wards <p>Increase in demand for school places including those with SEN and educational welfare needs.</p>	<ul style="list-style-type: none"> • Continue to implement school expansion programme through primarily expanding existing schools and maximising use of existing council assets. • Develop options for additional forms of entry at secondary level including SEN provision. • Develop special and specialist provision for children with complex needs in locality to maximise use of existing outstanding and good local provision and to keep children with their families and communities
<ul style="list-style-type: none"> • Increase in the proportion of young people from BAME groups • 45% of children living in an area of deprivation • Population growth in Merton's most deprived wards <p>Increase in the number of pupils with factors that could detrimentally affect educational attainment.</p>	<ul style="list-style-type: none"> • School improvement strategy will maintain focus on underperforming groups and on narrowing outcome gaps: free school meals, ethnicity and gender. • Focus on keeping SEN provision local to Merton. • Merton Education Partnership to support sharing of good practice and evidence bases programmes to narrow gaps.
<ul style="list-style-type: none"> • Increase of 3,180 children and young people aged 0-19 • Increase in the number of children living in an area of deprivation <p>Additional pressure on children's social care and SEN services due to demographic and national policy changes i.e. C& F Bill 0-25 services for</p>	<ul style="list-style-type: none"> • Children in Need aged under 5 targeted through the early years offer. • Enhanced Supporting Families and Vulnerable Children's team now in place. • Merton's Transforming Families programme. • Commissioned services focused on higher needs delivered through appropriate agencies.

<p>children with complex needs, transfer of responsibilities to local authorities for remand costs, Zambrano and Clue case law in relation to accommodating families with no recourse to public funds and case law on UASC university fees and costs.</p>	<ul style="list-style-type: none"> • Introduction of Multi-Agency Safeguarding Hub to identify families at highest risk and co-ordinate services from different agencies. • Early Intervention Services designed to prevent problems escalating requiring costlier forms of intervention.
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5.1 Introduction

Social and demographic changes in Merton continue to increase pressure on universal, enhanced and specialist services. The significant increase in the younger population will increase demand for a range of services including early years provision, schools, health services, specialist services and children’s social care services.

5.2 Projections and implications

The variability of forecasting is particularly relevant due specifically to the exacting implications of school places. As mentioned in the Introduction to this report the GLA publish two projections models (SHLAA and Trend-based) based on 2011 Census data.

The GLA previously only provided the SHLAA model, but found in recent years that it severely underestimated the growth in child population as it did not take account of the rising child per dwelling ratio. The Trend-based is an alternative model produced by the GLA for the first time (2012); the GLA feel it may be more accurate for councils without significant new builds.

The SHLAA model projects a minimum of a 7% increase in Merton’s child population (0 to 19) whilst the trend based model predicts a 12% increase by 2017. These two forecast models alone provide a range of growth which makes planning for universal or specialist services more complex. The Council therefore reviews GLA data alongside local data and intelligence such as the School Census.

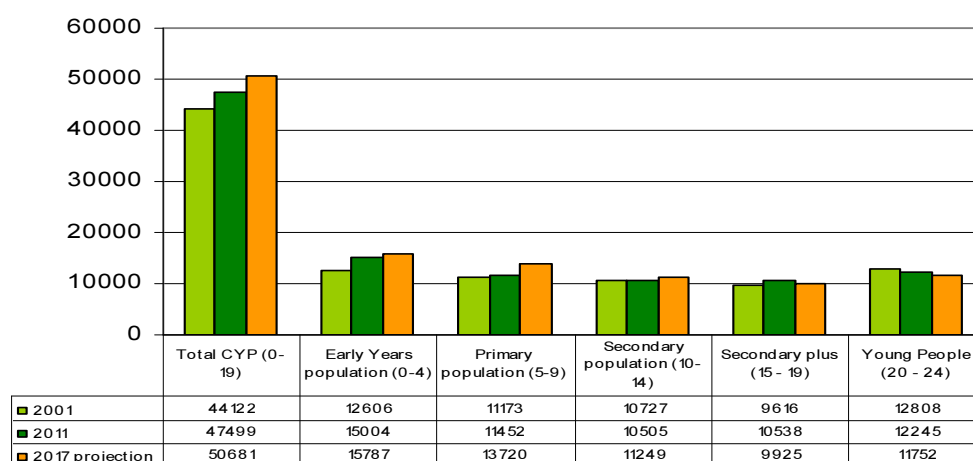


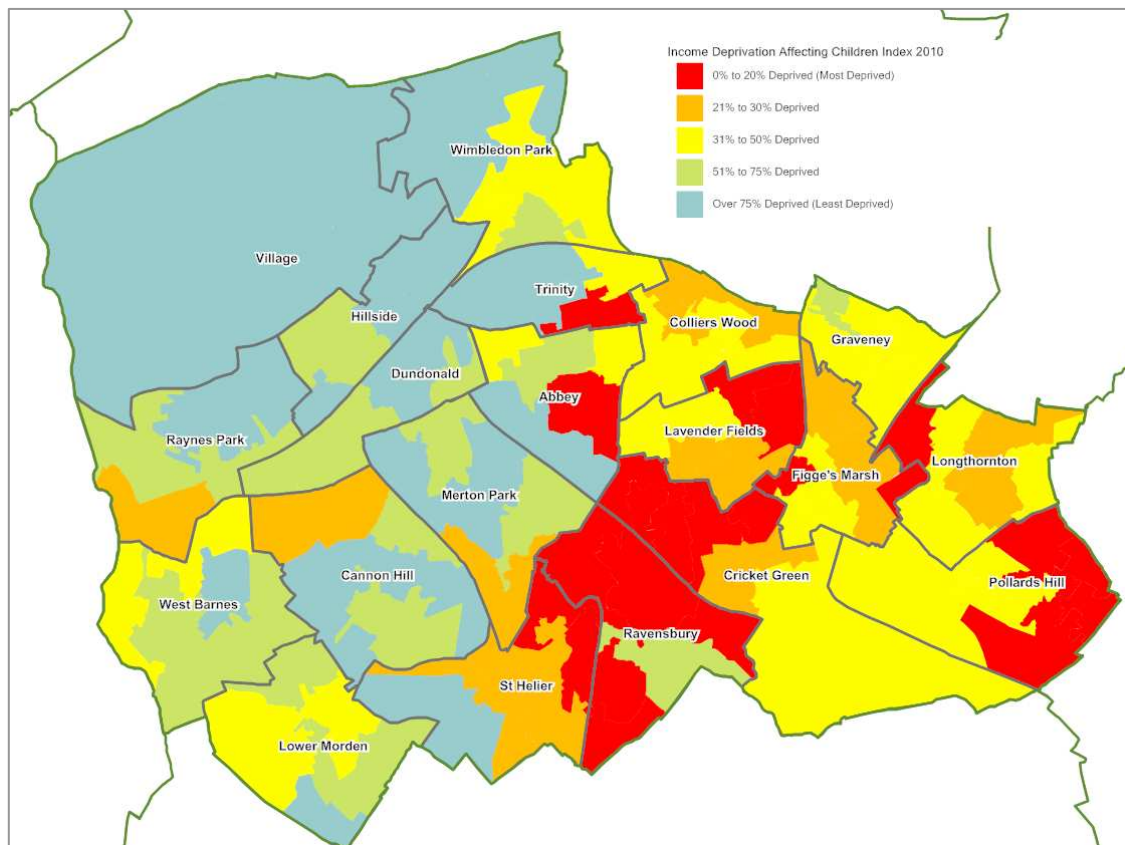
Figure 5.1: 2017 GLA 2012 Round SHLAA Borough Population Projections incorporating DCLG 2011 household formation rates, (June 2013).

As noted previously the proportion of residents from a BAME background has increased significantly since 2001 and is forecast to increase further by 2017. The east of the borough is more diverse than

the west. In addition, pupils in Merton schools also come from a more diverse background, with 63% from BAME groups, and over 120 languages spoken. The borough has concentrations of Urdu speaking communities, Sri Lankan, South African and Polish residents. The proportion of pupils with a first language other than English is 40%.

A characteristic of the borough is the difference between the poorer, more deprived east (Mitcham), and the wealthier, more prosperous west (Wimbledon). There are a number of pockets of deprivation within the borough mainly in the eastern wards and some smaller pockets in the western wards. These wards have multiple deprivation having high scores on income deprivation, unemployment and lack of educational attainment. Merton is less deprived than the national average, but 39 Super Output Areas (out of 124) are amongst the 30% most deprived Super Output Areas across England for children².

The Income Deprivation Affecting Children Index (IDACI) comprises the percentage of children aged under 16 in each Super Output Area living in families who are in receipt of certain means tested benefits. 45% of Merton school pupils are living in an area of deprivation (30% most deprived, IDACI 2010). The proportion of children and young people entitled to free school meals is 17.4%. This is an increase of 21% of children and young people eligible for free school meals in Merton schools since 2010.



Figures 5.2 IDACI 2010

² (Source: Income Deprivation Affecting Children Index 2010).

According to the Indices of Multiple Deprivation (IMD) 2010 which combines the IDACI and Income Deprivation Affecting Older People Index (IDAOPI), a wide range of measures not specifically related to children, Merton is ranked 208th most deprived local authority district in the country (out of 326) local authorities, 4th least deprived authority in London (out of 33). In terms of income deprivation, it is the 17th most income deprived outer London borough (out of 20). However, this masks the widespread disadvantages and pockets of deprivation within the borough, and polarisation between the most deprived wards.

5.3 Education and Early years

The Council is responsible for maintaining schools including primary, secondary and special education school and services for schools such as school meals, education welfare and support for those with special educational needs. Local Authority education functions are funded by both the Dedicated School Grant (DSG) based on the number of pupils across maintained schools and General Fund. The DSG will grow if pupil numbers rise, however, the ability to top slice funding for support services is limited due to the range of service pressures including Special Educational Needs (SEN). The Council's ability to fund these services would be further limited should a significant numbers of schools convert to academies due to decreasing economies of scale and grant loss.

The council also has a statutory duty to ensure that there are sufficient school places in the borough. Various school places reports have been considered by the Council over the past three years. A report in February 2012 outlined in detail the likely demand for primary, secondary and special school places over the next 5 to 10 years. The Council uses GLA population projections and their school roll projection service, in addition to other information such as school admissions preferences, to plan school places.

In 2013 the GLA provided updated population and school projection forecasts. The GLA projections in 2013 strengthened the case that increased demand for primary school places will continue from 2014/15, and a substantial rise in demand for secondary school places will commence from 2015/16. The long range forecasts from the GLA are subject to a number of variables. The Council is currently undertaking its annual review of supply and demand for the school places strategy which will be published later in 2013. High level figures based on GLA SHLAA are provided below.

5.3.1 Early Years and Children Centres

The GLA forecast that by 2017 there will be a 5% increase in the overall number of children aged between 0 and 4. The number of children in this age range will increase by 780 to 15,790.

The council has a statutory duty to work in partnership with childcare providers to influence the market place, in as far as is reasonably practicable, to ensure that there is sufficient childcare to enable parents to work, study or seek employment. A Childcare Sufficiency Assessment is published annually to review Merton's childcare market.

Sufficient, high quality childcare is a vital component of the local economy and can support regeneration and employment. In addition, a market that can offer high quality, accessible and affordable childcare has the potential to contribute to the reduction of child poverty. There is a large body of research that supports the impact on children's outcomes when they attend high quality childcare, especially those from vulnerable backgrounds.

Wimbledon's children are relatively younger than elsewhere in Merton and the proportion of children aged under 5 in Wimbledon is higher than the rest of the borough. Morden has an older child demographic, with the percentage of Morden's children who are over 8 being higher than in other areas of the borough.

The pressure on Merton's early years offer to 2 year olds from vulnerable and disadvantaged families is likely to increase in-line with our predicted demographic changes. There are higher levels of worklessness and deprivation among families with dependent children in Mitcham than elsewhere in Merton. This suggests that this area is where the largest proportion of two-year-olds could be eligible for free childcare places. The lowest level of availability is in the Morden area. Take-up of available free places for 3 and 4-year-olds in maintained school nursery classes is highest in Wimbledon, but proportionately fewer families choose maintained school nursery classes for their children in this area and more take-up free places with private nurseries than elsewhere. There is also a vibrant independent school sector in Wimbledon which wealthier local families can tap into. Childcare costs vary across the borough and by type of provision, but are much higher in Wimbledon, particularly in comparison to Mitcham. For example, an average childcare place for 8 hours a day for 5 days a week would cost £87 more per week in Wimbledon than in Mitcham.

Attainment current and risks

Within the Early Years Foundation Stage (EYFS) a child who achieves a scale score of 6 points or more is working securely within the early learning goals. Children, who achieve a score of 78 points or more across the 13 assessment scales, score an average of 6 points per scale. When a child who achieves this overall score also achieves a score of 6 or more in each of the Personal, Social and Emotional development (PSE) and Communication, Language and Literacy (CLL) areas of learning, that child is deemed to be reaching a good level of development.

Merton's performance at EYFSP is above the national average for all key measures. Children achieving 6 or more in all PSE development scales, and 6 or more in all CLL scales, and a total 78 points or more, increased 4% from 2009/2010 and at 66% is 2% above the national average.

79% of childcare provision in Merton is good or outstanding. Mitcham has the lowest level of average childcare quality, with 76% of providers being graded Good or Outstanding by Ofsted. Quality is lowest in Mitcham among child-minders, with only two thirds being graded Good or Outstanding.

5.3.2 Primary phase

An increase is forecast in the number of children aged 5 to 9 living in Merton. Forecasts indicate an increase of 20% in this age group which is an increase of 2,270 children by 2017 to 13,720.

The Council has a statutory duty to ensure that there are sufficient school places in the borough. The cost of school expansion is met from the Council's capital programme and therefore the predicted growth in child population is likely to have a significant impact on the Council's capital expenditure.

The two forecasting models supplied by the GLA suggest an increase on 2013 levels 176 to 207 additional children aged 4 years in 2014, rising to an additional 315 to 441 children by 2017. The

school roll projections that are based on this shows similar increases - the standard and trend models show 138 to 207 extra reception children on roll in 2014, and 248 to 428 by 2017.

Attainment current and risks

Key Stage 2 is completed for most pupils between year 3 and 6 of the primary phase. National Curriculum standards have been designed so that most pupils will progress by approximately one level every two years. Pupils are expected to achieve level 4 by the end of Key Stage 2 and to make two levels of progress between Key Stage 1 and Key Stage 2.

Merton's performance is in line with the national average for the level 4 and above attainment indicators. The percentile rankings for value added ranks Merton 10, therefore Merton primary pupils have made more progress than pupils in 90% of other local authorities nationally. In English value added ranks Merton 9 and Maths a rank of 14.

84% of Merton's primary schools are rated good or outstanding by Ofsted. However some of our weaker primary schools are towards the east of the borough these schools also tend to have higher levels of Free School Meal children registered.

5.3.3 Secondary school years

It is forecast there will be a slight increase in this age group by 2017. However, demand for secondary school places is likely to increase further post 2017 as the increase in the 5 to 9 primary population reaches secondary school age.

Attainment current and risks

At Key Stage 4 GCSEs are the main qualifications studied by pupils in years 10 and 11. GCSEs are studied in a wide range of academic and 'applied' (work related) subjects. At 5+ GCSEs A*-C Merton has made a 36% improvement over 5 years. For 5+ GCSEs A*-C including English and maths a 19% improvement.

Percentile rankings for value added ranks Merton 14, therefore Merton secondary pupils have made more progress than pupils in 86% of other local authorities nationally. In English value added ranks Merton 18 and maths a rank of 5. Expected progress in English and maths from key stage 2 to key stage 4 is significantly above the national averages. Expected progress in maths is 10% above national progress.

For pupils in Merton eligible for Free School Meals for the key attainment measures, 5+A*-C including English and maths GCSE's, and the capped average point score are significantly above that of the national groups. Expected progress for this cohort in English and maths is also significantly above the national average. The gap between those eligible for free school meals and their peers is narrower than both London and national averages.

The increases in secondary school age should also be considered in the context of the national Raising the Participation Age strategy which has increased the statutory school leaving age to 17 and which will increase to 18 in 2015. The additional statutory duty on local authorities will be to ensure a sufficiency of places, eventually up to aged 18. The market for post 16 is increasingly flexible and not local authority led although we are required to take a partnership co-ordination role.

5.3.4 Special Educational Needs (SEN) school places

The need for a range of local provision for pupils with Special Educational Needs (SEN) is likely to increase as a minimum proportionately in line with the overall population growth. No specific forecasting models exist to predict changes in SEN cohorts. In the last 2 years the overall number of statemented children has increased by 19% from 668 in 2011 to 796 in 2013. If this trend continues this will mean that additional school places will be needed in our existing special schools and in our additionally resourced provision in our main-stream schools. These factors will need to be carefully considered whether schools are expanded or new provision created.

We would wish to maintain as many places as possible locally for pupils with additional needs but recognise that it will not be possible to meet all needs in local schools. Detailed work based on current predictions of the range of provision likely to be needed in the future is underway. Keeping pupils close to home wherever possible is desirable both in terms of pupil outcomes and value for money

National policy changes in the Children and Families Bill will have significant implications for SEN children and young people. The Bill includes creating a single system for children and young people identified with SEN from birth to age 25. Extension of duties for Children with Disabilities/SEN to age 25 and requirement for integrate education, health and care plan. These new requirements may be unfunded, officers are reviewing implications and developing proposals and plans as appropriate.

5.4 Infant mortality and higher risk births

The increase in the number of children aged 0 to 5 will put pressure on our Healthy Child programme (newborn and child screening, child immunisations, 6-week checks) delivered by midwives, health visitors and GPs. Budgets for maternity and midwives sit with the Clinical Commissioning Group, while immunisations sit with NHS England. Health visiting is to move from NHS England responsibility to Public Health in local government in 2015.

Deprivation is a significant driver of infant mortality. A higher percentage of BAME groups live in deprived areas; for example Pakistani and Caribbean groups have particularly high infant mortality rates, 8.9 and 8.1 deaths per 1,000 live births respectively. This is more than double the rate of babies born in the White British group which is 3.7 deaths per 1,000 live births (ONS, 2010). This is of particular significance in Merton, where some wards in the east of the borough have ethnic minority populations exceeding 30% of the ward population. Other risk factors for infant mortality include lack of childhood immunisations, smoking during pregnancy, lack of breastfeeding, low or very low birth weight babies, for example.

In general BME female populations have lower levels of smoking and higher levels of breastfeeding. Low or very low weight babies is a predictor of future health; these babies are at higher risk of poorer health and poorer life chances, which may call on specialist health and social care services.

In addition, some ethnic groups have higher risks for specific diseases; with increasing numbers of these groups, we can expect increased demand for specialist health care services. For example Black Africans are at risk of Sickle cell disease and the Other Asian and Pakistani groups are at higher risk of children born with disabilities and ill health resulting from the practice of consanguineous (close

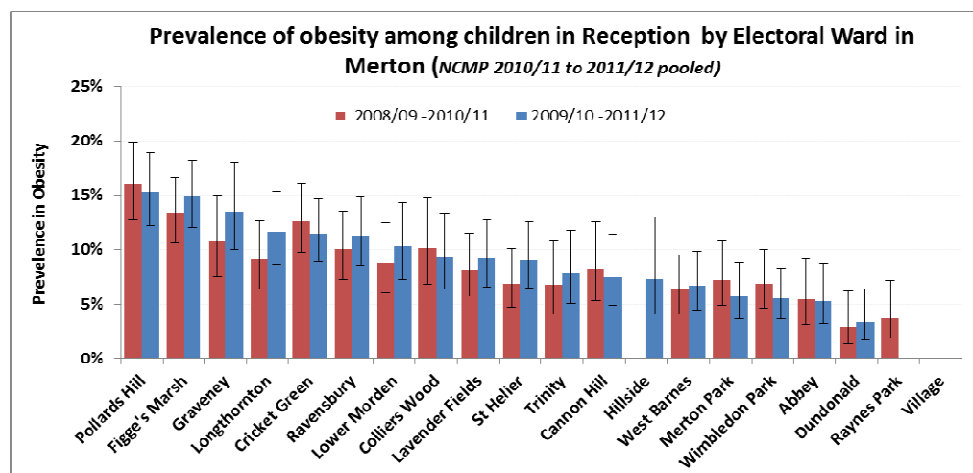
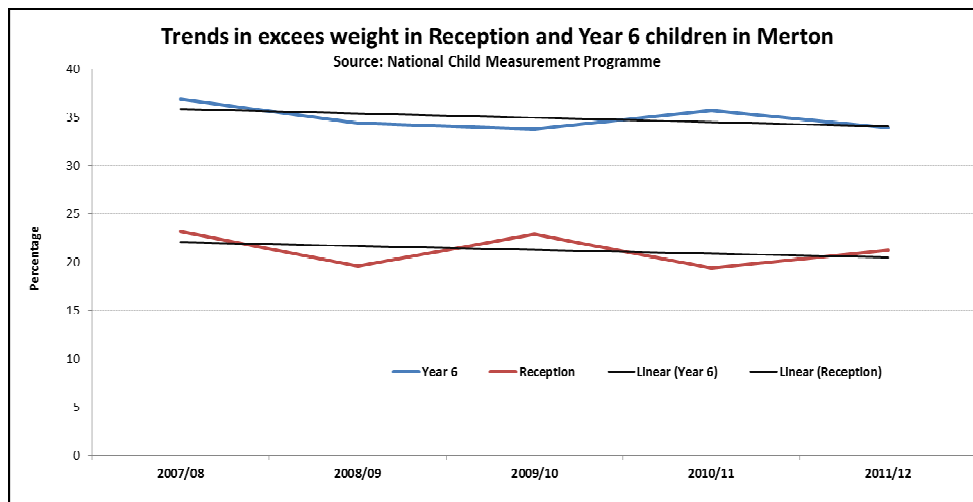
relative) marriages. Both of these health conditions can mean that children live with life threatening illness and disability.

Early childhood development is a marker for future success in life and better health outcomes. Merton achieves significantly better results on children achieving a good level of development at age 5. This masks variations between the east and west of Merton, which may worsen if the BAME population continues to increase.

In response to these challenges we are looking to increase prevention by investing in early child development through children’s centres. We are examining the potential for child public health nurses (midwives, health visitors, school nurses) to work in a more integrated manner to detect problems early when they can be managed. Also, we are looking to integrate work in primary care around childhood immunisations with school entry to ensure children are fully immunised

5.5 Health and well-being for children and young people

Although the trend is declining, overweight and obese children represent a significant proportion of our children (21% and 34%, Reception and Year 6 respectively). There is a strong relationship between childhood obesity, deprivation and minority ethnic groups making childhood obesity both a health and inequality issue as illustrated by the ward level chart below. An increase in BAME groups living in the deprived east of Merton is likely to lead to an increase in prevalence of childhood obesity.



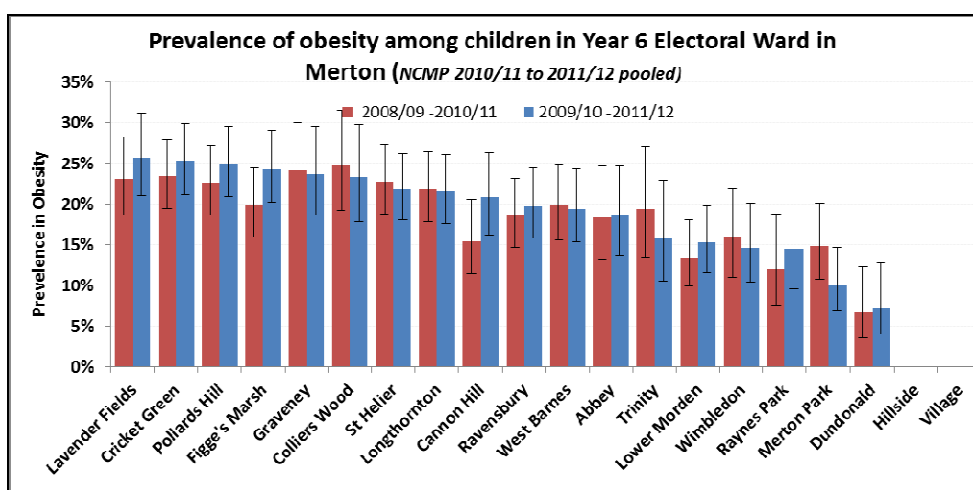


Figure 5.3, 5.4 and 5.5: levels of childhood obesity

This will require increased effort on two fronts: individual and family diet and exercise sessions and concerted effort on the part of the Council to ensure availability of healthy choices in our built environment. We are looking to build on the success of the Healthy Schools programme to help children develop healthy habits for later in life. We are also looking to target services for diet, exercise and cooking to overweight and obese children and their families.

Overall, an increase in the secondary school population is likely to impact on demand for sexual health and contraception services.

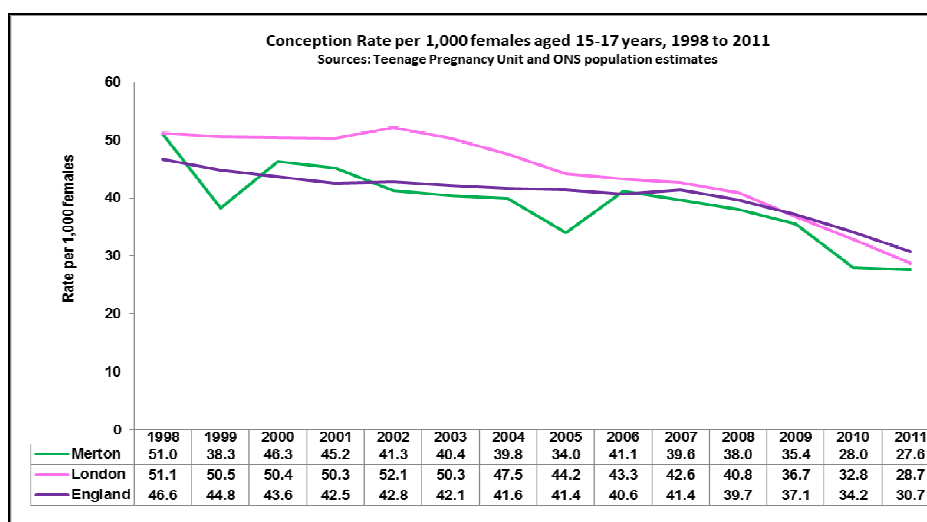


Figure 5.6: Conception rate per 1,000 females aged 15-17 1998 to 2011

5.6 Children's social care and early intervention prevention

The social and demographic pressure on Children Social Care (CSC) and our Early Intervention Services remain. A proportion of the borough's children will need specialist support and in some cases safeguarding services from children's social care. Merton's Child and Young Person Well Being

Model (MWBM) 2013 has been revised as a 3-band spectrum, 'universal, enhanced and specialist' services, replacing the former 5-band spectrum.

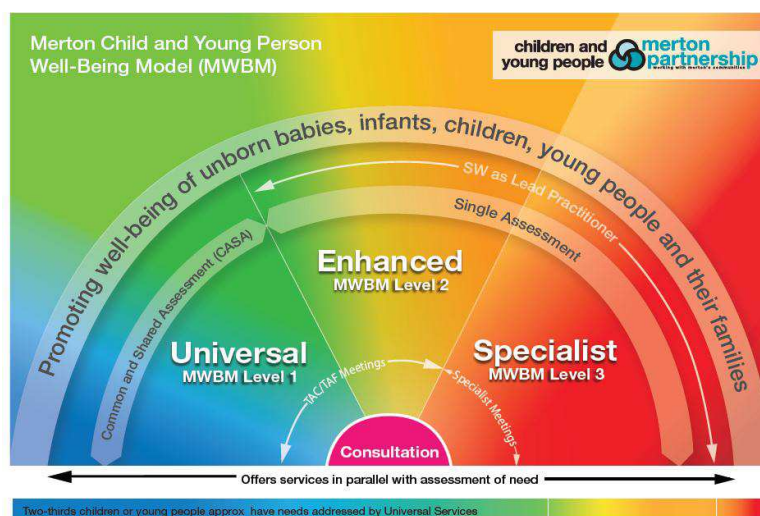


Figure 5.7: Merton Child and Young Person Well Being Model

There are no specific forecast models that allow us to predict the likely changes to the cohorts of children supported by our universal, enhanced or specialist services. Nor are there forecasting models which predict the likely numbers of children on a child protection plan or to be taken into care. We do have past data that we analyse and an understanding of the range of factors which influence changes in these cohorts. For example nationally and locally numbers of children in care and on a child protection plan have risen. This has been attributed to an increased general awareness of child protection and safeguarding issues, as well as pressures on families due to the financial context of the country, combined this is resulting in higher numbers of children coming to the attention of CSC services.

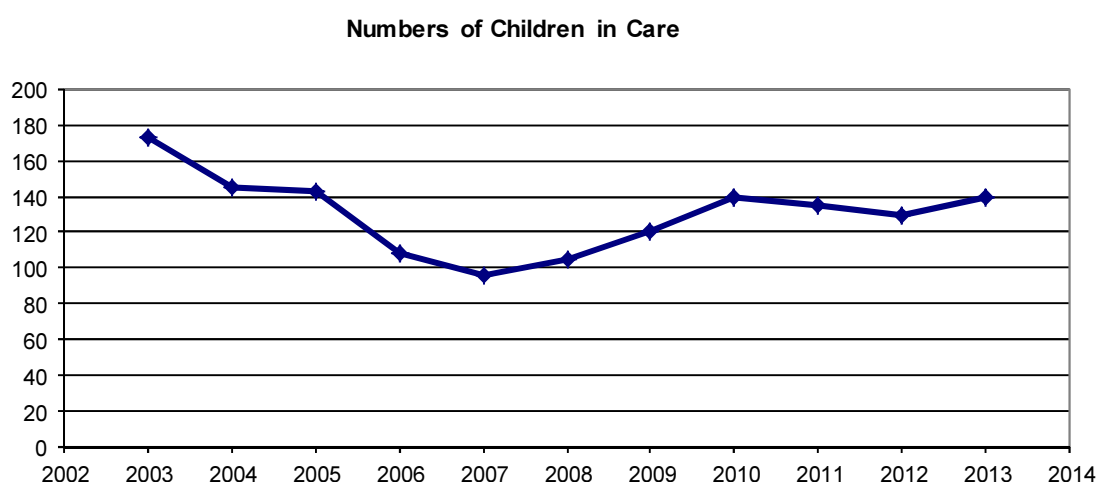


Figure 5.8: Numbers of children in care in Merton between 2003 and 2013

In addition a range of public policy initiatives from the government have expressly impacted on the CSF services these include: introduction of a Multi-Agency Safeguarding Hub (MASH); The Family

Justice Review with a particular focus on speeding up care proceedings; Children and Families Bill with implications for SEN children and young people aged 0 - 25, as well as a new Safeguarding and Looked After Children's inspection regimes which include a very strong focus on early intervention services as well enhanced and specialist children social care services.

Another key public policy initiative is the Troubled Families programme (known as Transforming Families in Merton). The Government used previous Family and Children Survey data to identify the numbers of troubled families per local authority. That survey estimated that in England there are 120,000 families facing multiple problems. These estimates have been calculated using population data and indices of deprivation and child well-being. Using this methodology, Merton has a total of 370 of the families identified. Our forecasting suggests that the number of 'troubled families' may increase post 2015.

A third key influencer has been the financial context and the Council's Medium Term Financial Strategy (MTFS), resulting in the need to create capacity to deal with the larger volume of activity in a nil growth situation and to deliver our MTFS savings. This has resulted in the need to make larger savings over and above the MTFS targets in universal and open access services to ensure sufficient resources to carer, enhanced and specialised functions.

Key volume factors over and above the mentioned national factors include our 40% increase in the child birth since 2002 working its way through the system as well as changes in the composition of the local community. As an example we also are seeing increasing numbers of families with 3, 4, 5 or more children on a child protection plan. The increase in demand for services as a result of past demographic and legislative changes is reflected in a number of key performance measures including:

- initial contacts have risen from 3,594 in 2006-7 to 4,912 in 2012-13 (increase of 36%)
- initial assessments have risen from c.500 in 2010 to c.900 per annum in 2012-13
- Section 47 (urgent child protection investigations) have increased from 192 in 2006-7 to 361 in 2012-13 (88% increase)
- the number of children on a child protection plan has continued to rise from an average of 120 in 2008-9 to a peak of 180 in 2012 and ending March 2013 at 162
- in the last 2 years the overall number of statemented children has increased by 19% from 668 in 2011 to 796 in 2013.

To continue to deliver effectively to these sustained volume changes we will need to imbed Munro recommendations, changes relating to the Children and Families Bill, the Family Justice Review and new statutory requirements for adoption and permanency. We must also take responsibility of new statutory ex-Youth Justice Board historic functions and support children in custody as looked after young people and imbed the Transforming Families programme and MASH working practices.

Recognising the need to manage and deliver these changes in a highly constrained financial context CSC has been restructured to:

- redesign our entry point to incorporate the MASH and its wider responsibilities
- configure a range of services into our Transforming Families service which will operate at both a statutory and preventative level for older children and young people

- redesign our looked after children and permanency services to deliver permanency more quickly and accommodate the Family Justice Review and Children and Families Bill requirements
- strengthen our quality assurance and develop systems to ensure purposeful, timely and appropriate intervention following the move away from initial and core assessments to a single assessment process
- as part of the restructure the Youth Inclusion portfolio transferred to the Education division to deliver the new requirements for commissioning and quality assuring alternative education as well as the education inclusion aspects of the role.

5.6.1 Early intervention prevention services reducing escalation of need

Alongside this restructure to effectively address the pressure on CSC we have continued to strengthen our Early Intervention Services (EIS) services to prevent more families escalating up the hierarchy of risk and need and to work purposely with them to secure sustainable change. EIS services also act as a “step down service” to children exiting a child protection plan so that we can test the effectiveness and resilience of changes.

Currently we have a range of services working with families just below the Child Protection Plan (CPP) threshold - the most significant being the Vulnerable Children’s Team based in CSC and the Supporting Families Team based in Early Years. We have also been commissioning what we have broadly called EIS services from the voluntary sector. A revised EIS Strategy was developed in January 2012 and subsequently endorsed by the Children’s Trust Board. For 2012/13 services were commissioned on a short term basis on the understanding future commissioning was likely to be reduced and refocused on a higher level of risk/need interventions. Work has continued since then to develop the strategy into operational structures and revised commissioning plans.

We have refined our existing common assessment to achieve a stronger “whole family focus” and accommodate requirements from Munro. We are enabling services that provide an age appropriate response to children in different age groups through the Supporting Families team (aged 0-5), Vulnerable Children’s team (aged 5-16) and Transforming Families team.

We have refocused resources from lower level needs – closer to universal – to an enhanced offer at Children In Need level and just below this threshold. We are improving the co-ordination of our multi-agency response including allocating lead practitioners. We have adopted a more robust approach to assessments and case management. We are providing advice and support to practitioners working at the universal level who often provide step down services and support to families leaving specialist services but still requiring intervention. In order to fund the enhanced prevention services, all service and commissioning budgets have been reviewed and aligned to the appropriate service needs.

Nationally there is recognition that threshold decisions about whether to look after children are influenced by a range of factors: the prevailing culture and direction from the government of the day; the local political context; the differing population make-up and local cultures, including differences in family and extended family patterns; and the shared value base adopted within the department (London Councils LAC in London analysis, 2012). Merton has had a longstanding approach to preventing children becoming looked after involving purposeful work with families to build capacity and resilience. Our Child and Young People Well Being Model is well used and

understood by partners and our recent SLAC inspection endorsed our preventative model and our self-awareness and drive for continuous improvement. Our services have improved significantly and our positive impact is reflected in our continued low rates of looked after children. However overall our services are under severe volume pressures and this has, at peak times, impacted on timeliness and caseloads.

5.6.2 Funding implications children social care

Inner London budgets tend to be larger than those in Outer London, while this is justified in relation to levels of deprivation, arguably larger totals enable more flexibility in prioritising spend on additional services. The complexity of Merton’s demographic makeup means that part of our Borough is comparable to Outer London whereas the other half is similar to Inner London. In Inner London larger budgets translate to a higher rate of spend per child. For example according to CIPFA figures 2011-12, Outer London gross expenditure on Looked After Children (LAC) ranged from £65,783 per LAC head to £34,244. By comparison, in Inner London the range was £49,328 to £27,480 (excluding Bexley as an outlier). Merton’s gross looked after children expenditure per LAC population in 2011-12 was £36,036.

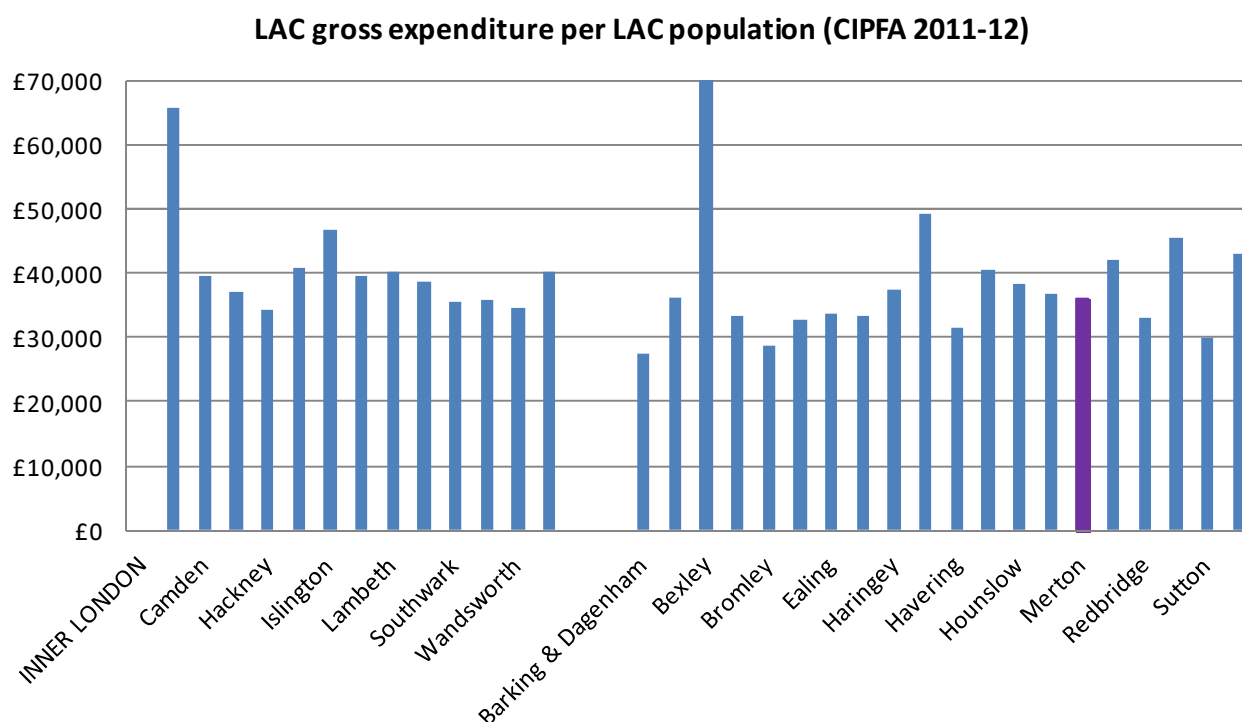


Figure 5.9: Looked after Children gross expenditure per LAC population

To further highlight this spending differential, there is some evidence that social workers’ caseloads in Inner London are smaller than those in Outer London. Routine comparative data is not collated about caseloads nationally, but a snapshot, from data gathered in 2009, shows that indicative caseloads in Outer London were close to 21 children per social worker, while those in Inner London were closer to 17 children per social worker. Merton’s average caseload as at the end of July 2013 was 21.1. Undoubtedly, a smaller number of allocated children will contribute to social workers being more effective, both in preventing children becoming looked after and also in ensuring those

that could return home safely, can do so with social work support. Secondly, Outer London boroughs have historically had more difficulty in filling social work vacancies. Merton's vacancy rate this year has ranged between 8% and 15%; the department has been supported by equivalent agency workers. A more stable workforce and continuity of social worker for families will be more likely to help children return home speedily. As the population grows and thus impacts on the numbers of children needing specialist social care support, capacity will become a greater problem.

Looking at the overall budget for children's social care, there is a clear connection between a well-resourced, stable children's social care department and effective management of the number of children supported by the authority. Within the context of the austerity measures currently facing Merton, it is worth highlighting that a reduction in social work capacity risks producing a rise in the number of looked after children which may in fact cost more in the long run. It is not simply about having more money to spend, but spending it in a focused way on services that will benefit children, which may or may not include being in care.

6. Service implications for public health and adult social care

Summary

Potential impact of demographic change	Examples of how the Council is responding
<ul style="list-style-type: none"> An increase of 2,900 people aged over 65 An increase of 1,500 people aged over 90 <p>The increase in the number of people over 65 and living longer will increase the demand for Adult Social Care and health services.</p>	<ul style="list-style-type: none"> The Council's new 'Aging Well' programme in partnership with the voluntary sector aims to support older people to live in their own homes and reduce the need for costly residential care. The Merton-i online portal offers easy access to a comprehensive database of support and advice. Established a pilot with health partners offering integrated care for older people with long term conditions. Developing a Market Position Statement as a mechanism to facilitate the social care market.
<ul style="list-style-type: none"> The proportion of BAME residents increases from 35% to 39% A higher proportion of BAME residents live in the east of Merton where there are higher levels of deprivation <p>Some BAME groups have higher risks for specific diseases e.g. sickle cell, are more likely to have life style risks e.g. smoking, obesity and have lower awareness of prevention services e.g. breast screening.</p>	<ul style="list-style-type: none"> Established a community health and wellbeing fund to deliver sustainable health improvement activity to reduce health inequalities in the east. Working with the voluntary sector to raise awareness of healthy living and prevention services for BAME communities.
<ul style="list-style-type: none"> An increase of 2,295 in people aged 45 to 54 <p>There is a wide variation in prevalence of disease identified in primary care and disease prevalence is projected to increase.</p>	<ul style="list-style-type: none"> The Live Well programme offers free health improvement advice. Joint work between public health and regulatory services to reduce the number of fast food outlets, alcohol and betting shops. As a major employer the Council is leading by example by establishing a Healthy Workplace scheme.

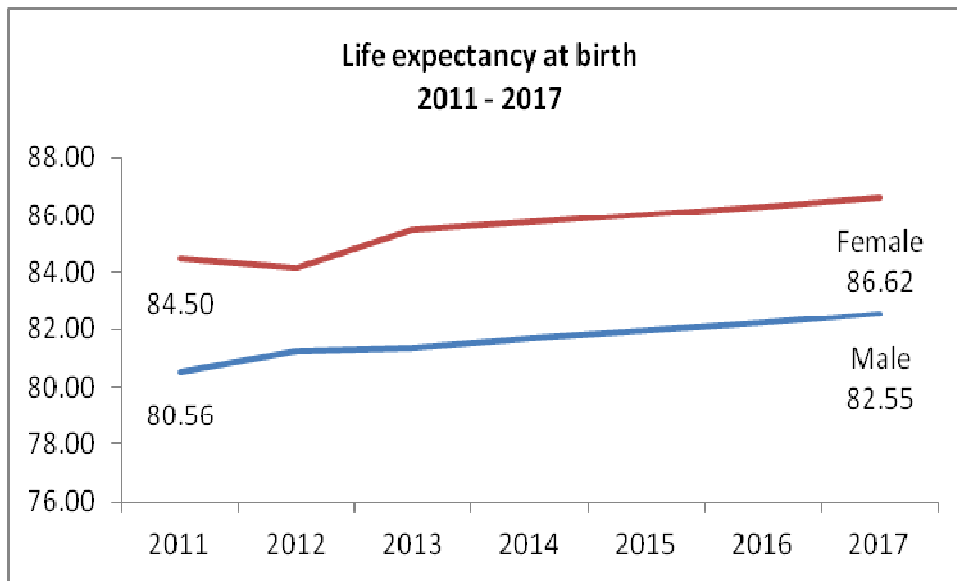
6.1 Introduction

This chapter considers the implications of Merton's changing demographic profile for public health and adult social care services. It also sets out how the Council and its partners are working together to plan ahead for the likely increase in demand for health and adult social care services.

6.2 Health inequalities

Whilst life expectancy at birth is expected to increase by 2017, the gap in life expectancy between males and females is forecast to widen by around 4%, from 3.94 years to 4.07 years. The charts

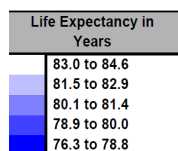
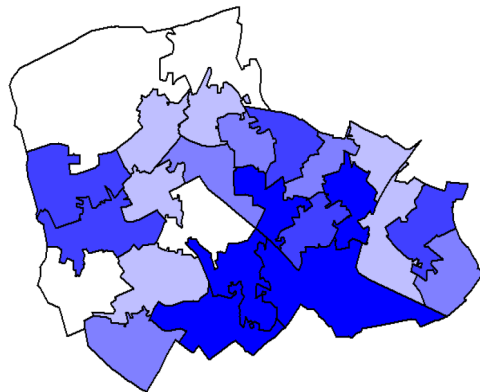
below show gender variations between wards in Merton, showing the clear inequalities in life expectancy between the east and west of the borough.



Source: 2012 Round of Demographic Projections – TREND, © Greater London Authority, 2012

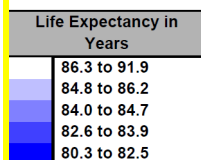
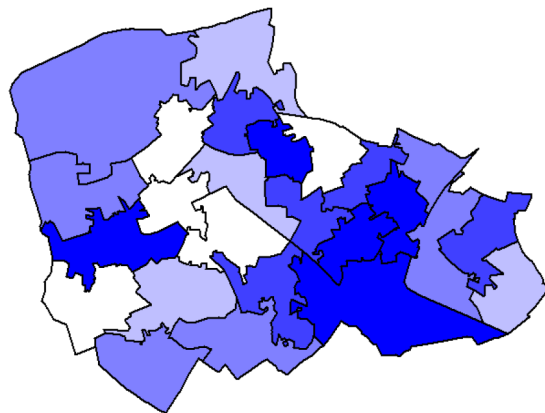
Figure 6.1: Life expectancy at birth 2011 to 2017

Male Life expectancy at birth, 2006 to 2010 inclusive, by MSOA
Source: PHOs JSNAs Datasets, March 2012



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Female Life expectancy at birth, 2006 to 2010 inclusive, Merton, by MSOA
Source: PHOs JSNAs Datasets, March 2012



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Figure 6.2 & 6.3: Life expectancy for men and women

6.3 Health and well-being for adults aged 20 to 64

There is wide variation in prevalence of disease identified in primary care and disease prevalence is projected to increase according to modelled estimates. Without significant improvements, this,

coupled with increases in those aged 45-54 years is likely to impact on demand for prevention and life style interventions through programmes such as Live Well. Primary care will experience increasing demand for NHS health check services (a public health service), early diagnosis and management of conditions.

There is evidence that an increasing number of young people with multiple and profound disabilities and with autistic spectrum disorders are living longer and are therefore making the transition into Adult Social Care from Children’s Services. This group of young people can often require very specialist services to support their independence and reduce risks.

Women from Black and other minority groups are more likely to present with more advanced breast cancers and have poorer survival rates than white women which may be explained by late presentation. This is particularly the case for Indian, Pakistani, Black Caribbean and Black African. The increase in BAME groups is likely to lead to increased poor screening rates and cancer survival rates if no intervention is tailored to the needs of this population.

Pakistani and Black Afro- Caribbean women are more likely to be obese than women from the general population. Obesity is a risk factor for cardiovascular diseases as well as Type 2 diabetes. A projected increase in this population is likely to lead to an increased prevalence of obesity and the diseases associated with obesity.

Smoking in Black and other minority groups is highest among the 16-34 year olds, except in the Black-Caribbean and South Asian men where prevalence is highest in those aged 35-54.

Merton is categorised as a high HIV prevalence area (3.8/1000 where 2.0 and higher is considered high). Late diagnosis of HIV affects Black African women disproportionately. With increasing numbers of Black African residents, this rate is likely to increase, placing pressure on sexual health and HIV services.

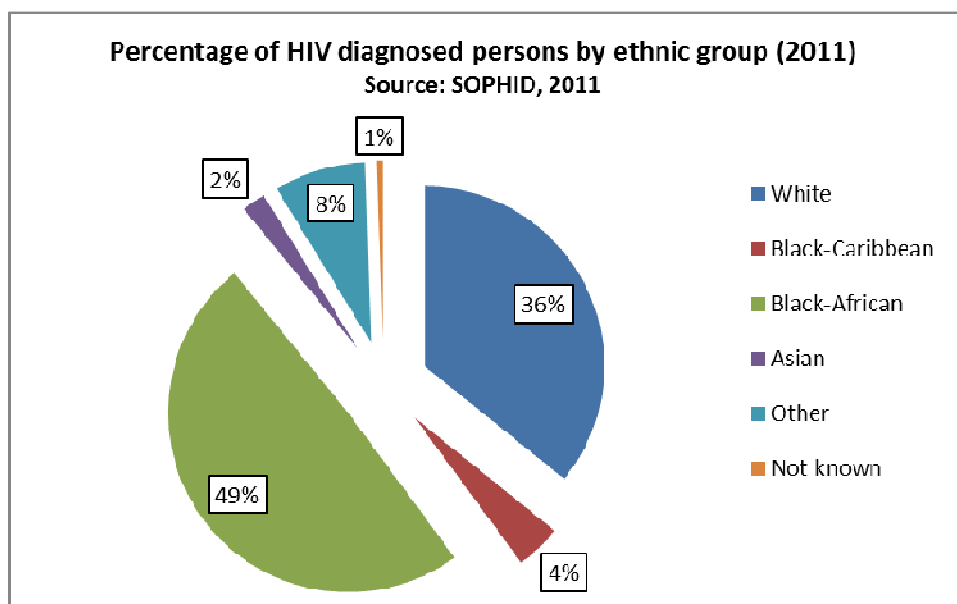


Figure 6.4: Percentage of HIV diagnosed persons by ethnic group 2011

Our priorities for the adult age group are around prevention and early identification of ill health. The Council’s Live Well programme offers free health improvement advice and support to adults in Merton looking to adopt a healthier lifestyle. Merton’s Public Health team is working with regulatory services in the borough to reduce the number of fast food outlets, alcohol and betting shops. The Public Health team is also working closely with environmental health and fast food outlets to improve the food on offer. As a major employer in Merton the Council is implementing a Healthy Workplace scheme to improve the long term health of its own employees.

We are working with primary care providers to embed prevention and increase early detection of disease and management. We are also looking to integrate services (e.g. sexual health) where possible to make access easier and reduce costs.

We are increasing our work with the voluntary sector to reach into BAME communities through respected groups to increase awareness of healthy living and prevention services.

6.4 People with learning disabilities

The overall increase in population levels in Merton will also lead to a corresponding increase in the number of adults with a learning disability. Other factors will also contribute to an increase, including increased survival rates among young people with severe and complex disabilities and reduced mortality amongst older adults with a learning disability. This is born out in terms of service data with the number of adults with learning disabilities known to services is increasing year on year.

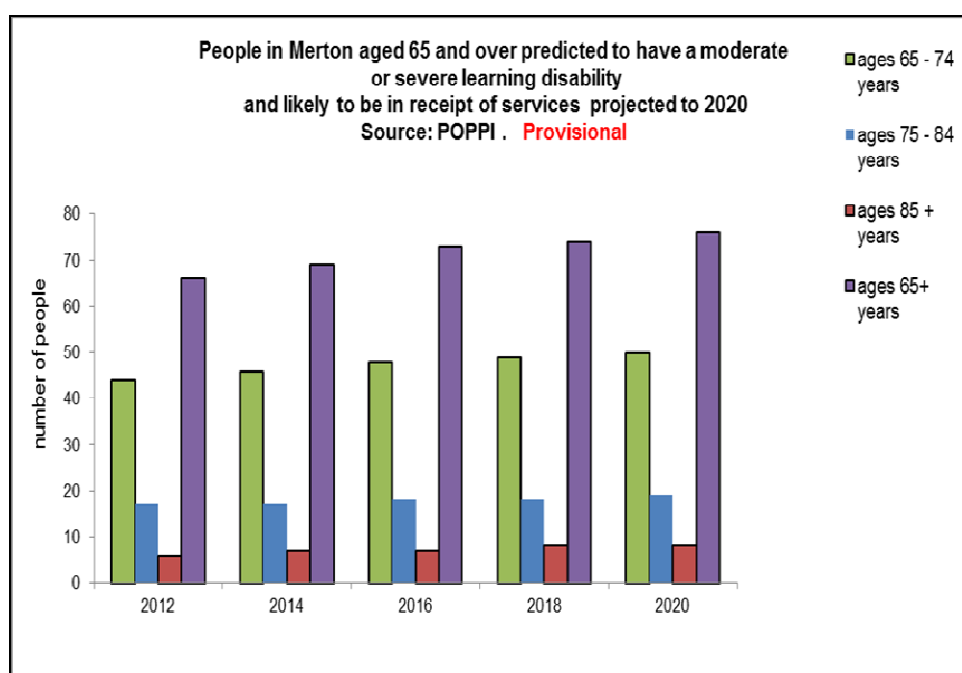


Figure 6.5: People aged 65 and over predicted to have a learning disability 2012-2020

This greater number of people with learning disabilities, particularly of people with complex needs, will place great demand on services, whether from health or the social care sector, in meeting these increased needs.

People with learning disabilities face challenges and discrimination in all areas of their lives. These challenges include access to vital services such as education, health, transport and leisure. At least

half of all adults with a learning disability live in the family home – meaning that many do not get the same chances as other people to gain independence, learn key skills and make choices about their own lives.

‘Health Inequalities and People with Learning Disabilities in the UK: 2011’ identifies key areas where the health of people with learning disabilities is worse than their non-disabled peers. These include the prevalence rate of conditions such as epilepsy, diabetes, respiratory disease, dementia, mental health conditions and many other areas. Mencap report that people with a learning disability are 58 times more likely to die aged 50 and under compared to other people and that four times as many people with a learning disability die of preventable causes as people in the general population.

6.5 People with a disability

The increase in the overall population will also lead to an increase in the number of people with a physical disability and people with sensory impairment. Adults with physical disabilities are likely to have higher day to day living costs (for basics like mobility aids, care and transport) which are 25% higher than those of non-disabled people. Disabled adults aged from 25 to retirement age are twice as likely to live in low income households as their non-disabled adult counterparts (31% compared with 16%³).

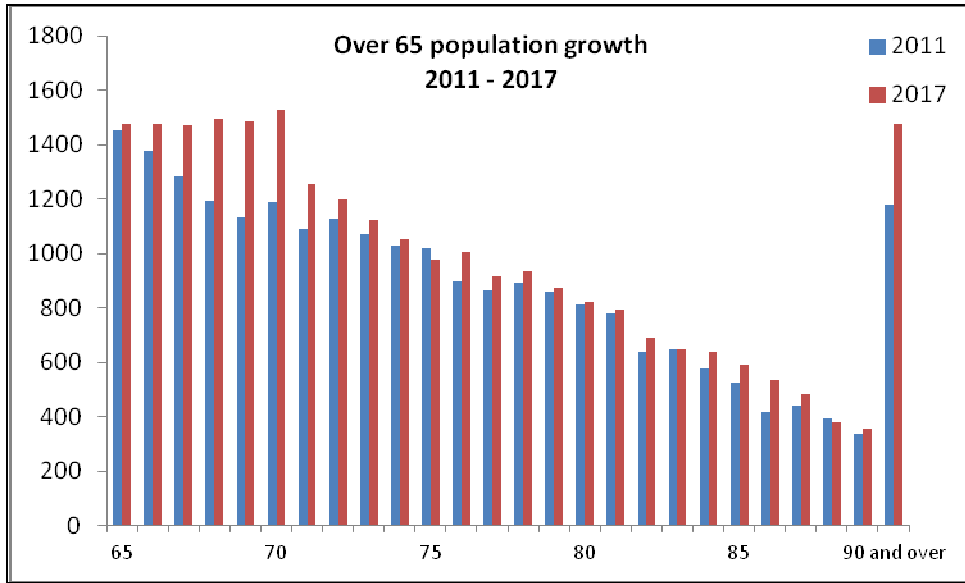
It is estimated by Action on Hearing Loss that one in seven older people in the UK has a degree of hearing loss. The R.N.I.B has estimated that one in five people in the UK has a significant level of sight loss. People with a sensory impairment experience social isolation, difficulty in communication (written or verbal) and problems in accessing information/services.

On a local level, it is estimated by the Dual Sensory Loss Development Worker that we have about 230 adults with a dual sensory loss in Merton. The combined impact of sight and hearing loss is significant on many aspects in life.

6.6 Older people

Between 2011 and 2017, the over-65 population is expected to grow by 2,900 people to 25,700, an increase of 11%. The over-90 population in particular is forecast to grow by 25% to 1,500. The population aged 65 and over as a proportion of the total population will increase from 11.6% in 2011 to 12.4% in 2017.

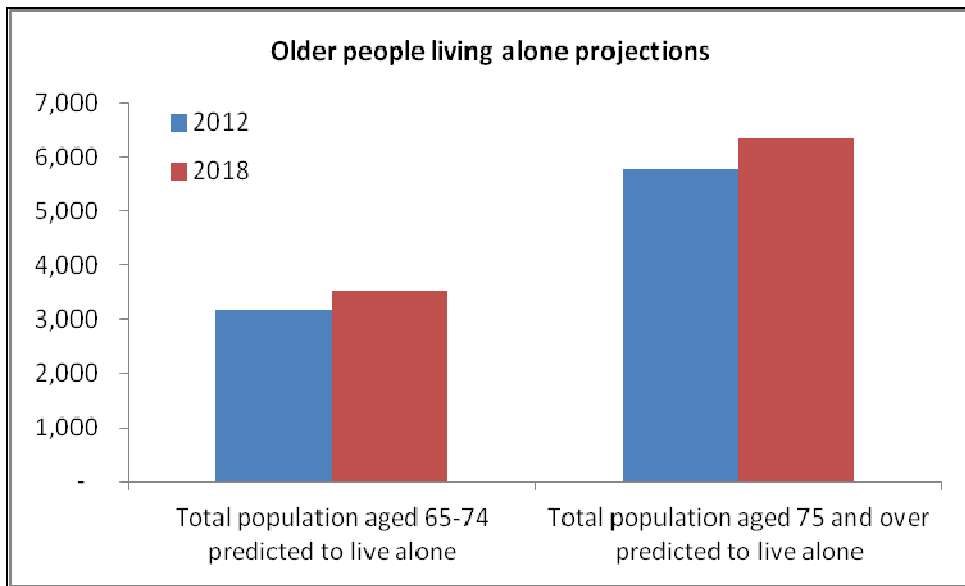
³ Papworth Trust - Disability in the United Kingdom 2012 - Facts and Figures



Source: GLA Population Projections, SHLAA-based (2012), 2013

Figure 6.6: Over 65 population growth 2011 to 2017

The older population aged 65-74 living alone is projected to increase by 12% to 3,500, whilst the population aged 75 and over living alone is projected to increase by 10% to 6,300.



Source: Projecting Older People Population Information System (POPPI), www.poppi.org.uk, 2012

Figure 6.7: Older people forecast to be living alone 2012 and 2018

Evidence suggests 8% of 65-74 year olds, and 24% of men and women aged 75 and over are unable to manage on their own for at least one of the mobility activities listed⁴ below:

- going out of doors and walking down the road

⁴ The data is taken from Bridgwood, A. (1998) People Aged 65 and Over: Results of an Independent Study Carried Out on Behalf of the DoH as part of the 1998 General Household Survey, page 43

- getting up and down stairs
- getting around the house on the level
- getting to the toilet
- getting in and out of bed.

Sight loss and physical disability increases with age and has a profound effect on overall health and access to services, of those aged over 75, approximately half have cataracts or refractive error. Increase in this population is likely to contribute to an increase in number of people with physical disability (vision and mobility).

Crude rate per 10,000 of blind people registered with councils by age group				
	50-64	65-74	75+	Persons
Merton	22.1	46.3	346.9	30.3
London	23.9	48.8	306.6	27.6
England	16.8	30.5	230.0	27.9
Crude rate per 10,000 of partially sighted people registered with councils by age group				
	50-64	65-74	75+	Persons
Merton	15.3	46.3	48.9	25.8
London	18.2	38.9	251.7	2.6
England	15.2	32.4	241.2	28.5

Source: NHS Information Centre, 2012

Table 6.1: Blind and partially sighted people by age group

Applying the prevalence rates to the projected population shows that the numbers are expected to rise by 42% for physical disability and by about 41% for visual disabilities by 2030, suggesting that around an additional 3,000 people aged over 65 years will have either a physical or visual disability if no action is taken to try to prevent avoidable impairment. Projections suggest that there will be an increase of about 1,800 people with physical and visual impairment by 2025, and a steeper increase in numbers from 2025 onwards. Preventative action needs to be taken to combat the forecasted increase in blind and partially sighted people, thus having capacity implications for diabetic eye screening services, falls prevention, and general older people health services.

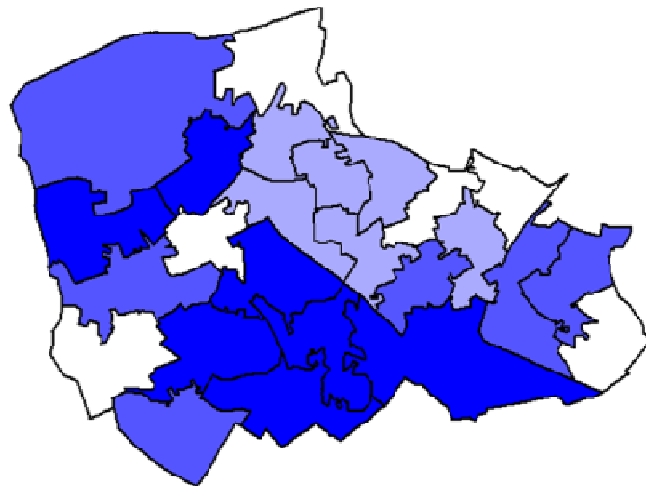
The increase in the older population especially those living alone is likely to lead to increased falls, hospital admissions and poor access to services, poor medicines management, dementia, social isolation, depression and general mental ill health. There is also an increased risk of physical and mental health difficulties interacting that compromise the ability to live independently. Older people on long term medication are likely to suffer co-morbidities due to medicines causing adverse effects in addition to intended benefits.

Social isolation and falls, as well as incontinence and carer stress all increase the likelihood of a loss of independence and risk of the need for institutional care. As the numbers of older people increase, so will the numbers of carers increase. Therefore carer's needs must be assessed and considered as they promote the independence and quality of life of older people, and reduce the pressure on statutory services.

In terms of service demands the increase in the older population is likely to impact on falls and hip fractures prevention services, mental health-dementia detection and management, End of Life Care services and Accident and Emergency services and medicines management services. Merton has the 4th lowest rate of hip fractures in those aged 65 and over in London. This may increase as our residents age.

Number of hospital admissions due to falls for those aged 65 and over, 2011-12, by MSOA

Source: Sutton and Merton PCT



Key	Number of falls
(Lightest blue)	0 to 20
(Light blue)	22 to 26
(Medium blue)	27 to 36
(Darkest blue)	37 to 59

Map: © Crown copyright 2013. All rights reserved. © 1994-2013 ACTIVE SOLUTIONS Europe Ltd.

Figure 6.8: hospital admissions due to falls for those aged 65 and over in 2011-12

The table below sets out the actual number of people diagnosed with dementia in Merton, compared to neighbouring boroughs and statistical neighbours. It compares actual numbers with expected numbers, showing that in 2011-12 only 43% of cases were diagnosed. In 2013-14, the gap in detection of cases is estimated to be 1100 cases.

Dementia numbers and forecasts by Local Authority using Adjusted National Dementia Prevalence	Merton	Croydon	Kingston on Thames	Richmond upon Thames	Sutton	Wandsworth	Barnet	Ealing	Harrow	Hounslow	Redbridge
Living in Community 2011-2012	1,307	2,511	1,230	1,563	1,551	1,317	2,914	2,034	1,616	1,324	1,830
Living in Residential care 2011-2012	492	1,179	456	425	567	628	1,389	650	461	384	665
Dementia register 2011-2012	769	1,539	666	993	833	730	2,287	1,327	747	745	1,106
Diagnosis rate 2011-2012 (%)	42.7	41.7	39.5	50.2	39.3	37.5	53.1	49.4	36	43.6	44.3
Forecast number of cases 2013-2014	820	3,948	1,803	2,114	2,262	2,085	4,605	2,870	1,419	1,822	2,666
Dementia gap 2013-2014	1,100	2,302	1,091	1,503	1,373	1,303	2,158	1,452	2,216	1,028	1,485
Forecast number of cases 2014-2015	837	4,028	1,840	2,157	2,308	2,127	4,699	2,928	2,261	1,859	2,720

Table 6.2: dementia numbers and forecasts

In terms of end of life care, it is important that people make their wishes for place of death known to the GPs. Most people nationally express a preference for dying at home. The percentage of deaths that take place at home in Merton has been increasing since 2010. This change in place of death will require different health and social care services than for those who die in hospital.

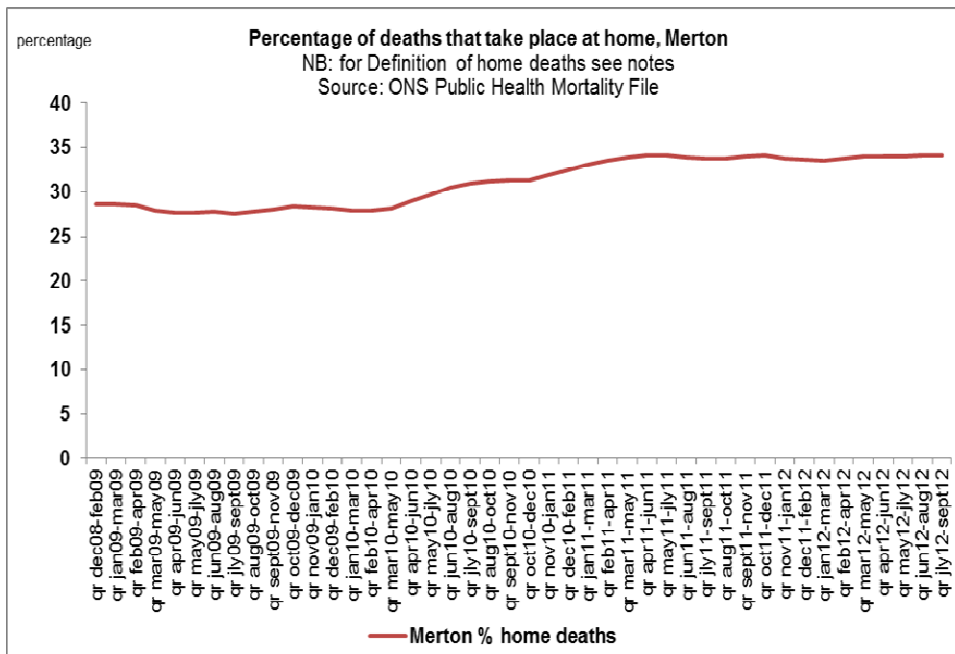


Figure 6.9: percentage of deaths that take place at home

As well as the implications of an aging population, the changes proposed in the Care Bill set out in chapter 3 will also have major implications for adult social care services. In order to reduce the demand for expensive residential care the Council is investing in services that enable people to remain in their own homes for longer, enjoying a good quality of life. The Council has recently

launched the Ageing Well programme in partnership with the voluntary sector to provide a range of advice and support to older people in the borough. Last year the Council in partnership with the voluntary sector and primary care providers introduced Merton-i, an online health and well-being portal.

Earlier this year a pilot project was established with local health partners to trial integrated care pathways for older people with long term conditions. Already this has resulted in a shared approach to assessment and planning for individual patients. The Council, CCG and community services have agreed to form three geographically based locality teams, with each locality broadly reflecting the catchment area of the three acute Trusts. Locality teams will include GPs, primary care staff, community health staff such as district nurses and therapists, as well as Council staff (mainly social workers and occupational therapists).

Planning ahead for the Care Bill the Council is participating in a national project to develop a financial model that will assist in establishing the cost of implementing the Bill and associated funding reforms. The Council is also in the process of developing a Market Position Statement as a tool to ensure the market evolves to meet current and projected future need.

7. Service implications for housing, libraries, transport and economic development.

Summary

Potential impact of demographic change	Examples of how the Council is responding
<ul style="list-style-type: none"> Up to 12,200 additional households <p>The increase in the number of households together with rising house prices and welfare reform changes will increase the gap between the supply and demand for affordable housing.</p>	<ul style="list-style-type: none"> Utilising planning powers and working with housing providers to increase the number of affordable homes. Working with housing providers to increase the supply of private sector homes available to households in housing need. Working with housing providers to bring empty homes back into use.
<ul style="list-style-type: none"> An increase of 2,900 people aged over 65 67% increase in the private rented sector between 2001-11 Proportion of BAME population aged over 65 increase from 19% to 24% <p>An increase in the number of older people living in unsuitable private rented accommodation has implications for health and well-being. Also, could impact on ability to adapt own home or raise funds for funding future care needs.</p>	<ul style="list-style-type: none"> Working with housing providers to develop more designated housing for older people including options that can be funded by HB. Review of Allocations Strategy to consider more social lettings to older people. Working with BAME housing providers to increase supply for BAME elders including options for community funding of new developments.
<ul style="list-style-type: none"> Increase in the number of households in the private rented sector (PRS) Cost of housing rising faster than household income <p>Likely to result in an increased number of households with children concentrated in the poorer quality end of the PRS. Likely to see the number of evictions from ASTs continue to rise resulting in homeless applications and increase in TA numbers.</p>	<ul style="list-style-type: none"> Reviewing Homelessness Strategy to improve prevention measures and make best use of our Homelessness Grant. Welfare Reform project to provide assistance to households affected by changes to benefits. Engage landlords to increase lettings through the Rent Deposit Scheme Work with landlords through the Private Landlord Forum to increase awareness of and adherence to the Mayor's London Rental Standard.
<ul style="list-style-type: none"> Up to 12,200 additional households Increase of 1,700 households with 2 or more children <p>Increase in household waste which could lead to more waste going to the SWLP 'energy from waste plant.</p>	<ul style="list-style-type: none"> Encourage developers to build apartments with scope for more communal waste storage, collection and recycling. Media campaigns to encourage recycling.
<ul style="list-style-type: none"> Up to 12,200 additional households Population growth highest in Pollards Hill, Longthornton, Colliers Wood and Dundonald wards 12% increase in households with dependent children 	<ul style="list-style-type: none"> Restricted car parking provision in new developments coupled with new housing growth targeted to areas with good public transport. Consider the need for increasing parking controls in areas where car ownership is

<p>Potential for increase in car ownership, particularly households with children in certain parts of the borough.</p>	<p>increasing.</p> <ul style="list-style-type: none"> Shortlisted for the Mayor’s mini-Holland bid with the aim of increasing cycling journeys by 10%
<ul style="list-style-type: none"> 7% increase in young people aged 0-19 Increase in employment sectors requiring a skilled work force Higher proportion of unemployed people aged 19 to 25 <p>There will be an increase in the number of school leavers and there will be a need to match skills of young people to the future jobs market.</p>	<ul style="list-style-type: none"> Merton’s Economic Development Strategy prioritises support for new business start-ups, inward investment, town centre initiatives and supporting residents into work. Merton Business Support Service, delivered in partnership with Merton Chamber of Commerce seeks to create 300 new businesses and 700 additional jobs by 2017. Merton Partnership’s Employment and Skills Strategy to provide joined up support from Job Centre, colleges and training providers Support younger people to find work in identified growth sectors creating 100 apprentices and 100 in full employment. The 'Take-one' initiative encourages Merton businesses to take on apprentices, mentor young people or provide positions for younger people, with a target of 100 people by 2014.

7.1 Introduction

This section considers the growth in the number of households in Merton and implications in terms of housing, transport, libraries and the wider economy.

7.2 Households

The number of households in Merton is forecast to increase by between 2,500 and 12,200 (GLA/SHLAA and ONS) between 2011 and 2017, an increase of between 3% and 15%. According to the DCLG ONS based projections Merton is expected to see the fourth highest percentage increase in households in England, with an average annual household growth of 2%⁵.

⁵ Household Interim Projections, 2011 to 2021, England. DCLG April 2013.

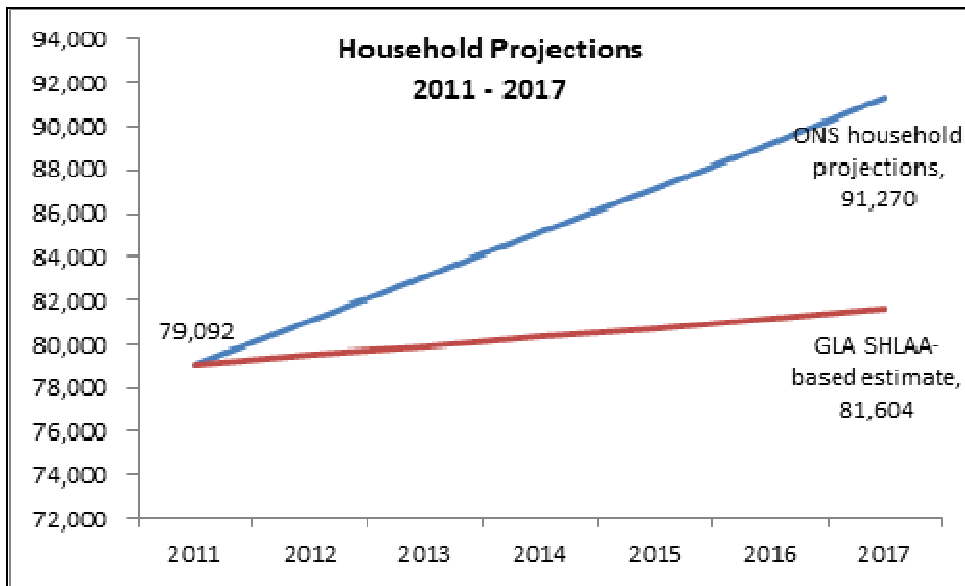


Figure 7.1: household growth

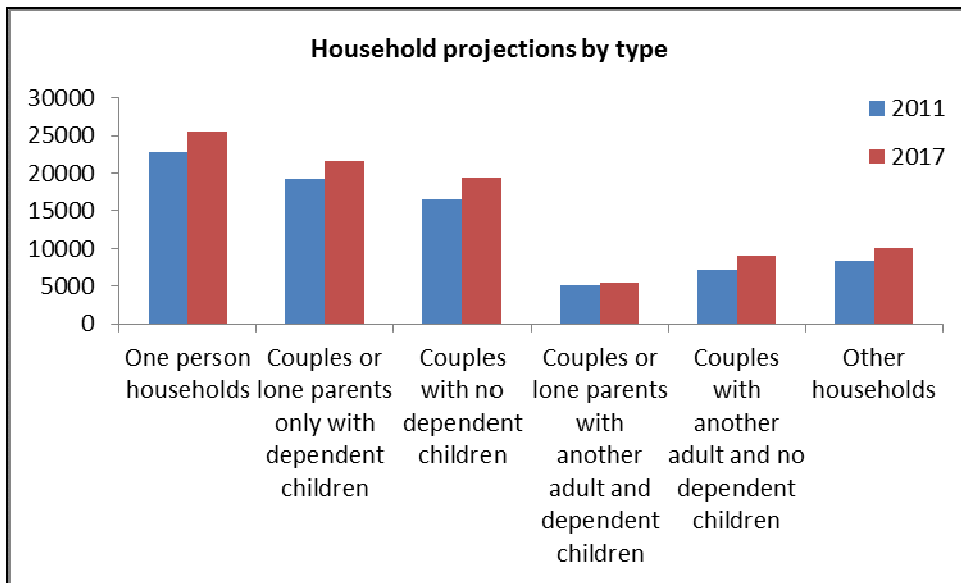


Figure 7.2: household type

7.3 Housing

7.3.1 Housing stock and tenure

The private rental sector now accounts for around a quarter of the housing stock, an increase of 67% since the 2001 census. Over this period the number of homes owned outright has fallen by 16%. The proportion of properties owned with a mortgage is considerably higher than the London average and the proportion of socially rented is lower.

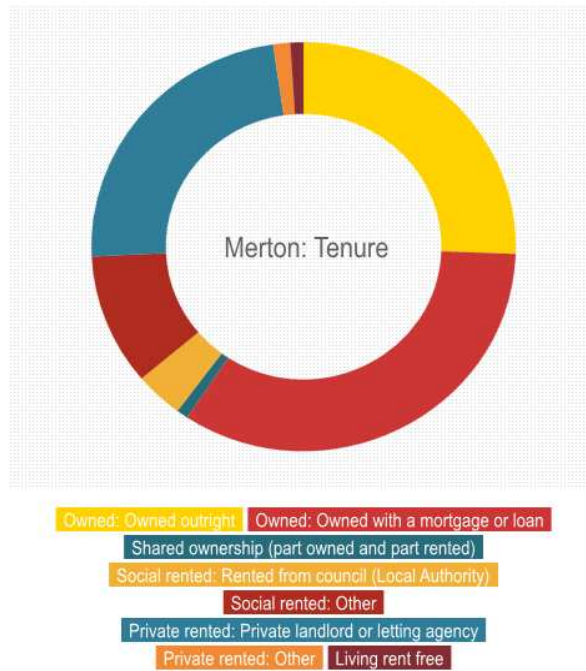


Figure 7.3: housing tenure in 2011

Between 2001 and 2011 there was an 8% increase in the number of flats, maisonettes and apartments and correspondingly a 6% fall in the number semi detached houses.

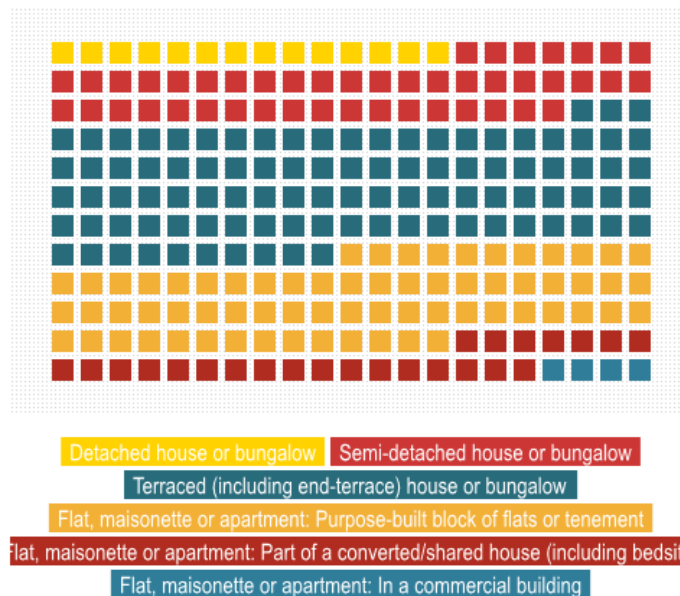


Figure 7.4: dwelling type in 2011

7.3.2 Occupancy levels

Figures from the 2011 Census indicate there are in the region of 7,400 households that are experiencing overcrowding and that overcrowding is worst in the private rented sector.

Since the last Census in 2001 there has also been an increase in the number of households where there is a couple with one or more other adults and no dependent children. This may be new

households unable to afford their own accommodation and having to live with parents or friends. The forecast is for the number of these households to increase by 26% to 9,000 by 2017.

In contrast, there are in the region of 45,800 households who appear to be under occupying accommodation.

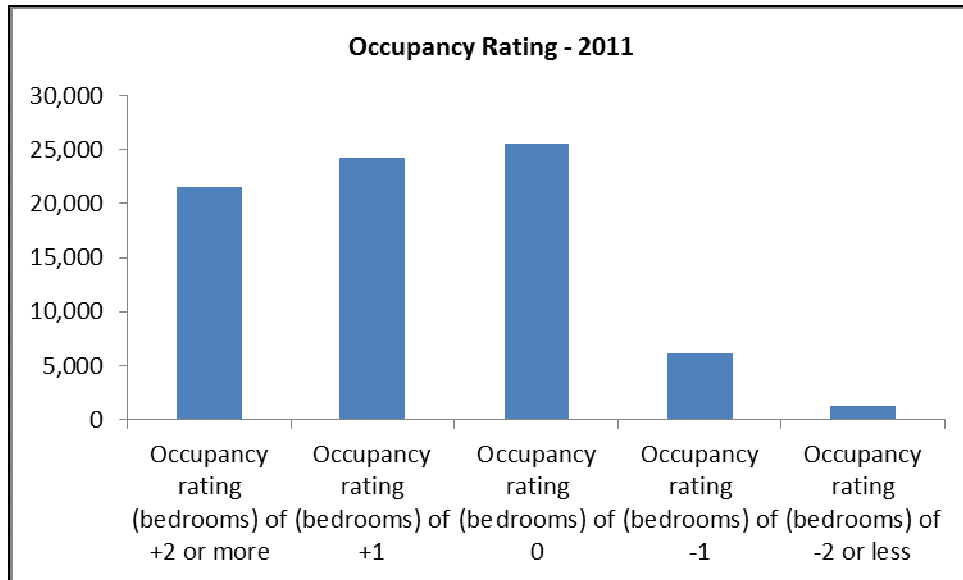


Figure 7.5: occupancy levels

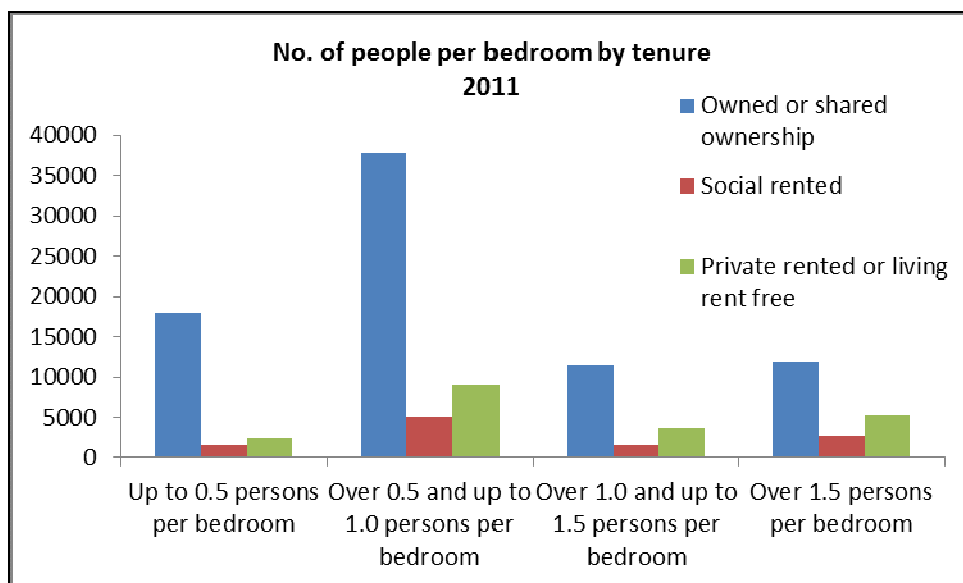


Figure 7.6: number of people per bedroom

7.3.3 The cost of housing

Whilst it is difficult to predict future house prices and the cost of private renting, there has been a general upward trend in recent times. Between 2001 and 2011, the average house price in Merton has increased by 114% - the largest increase among its neighbours.

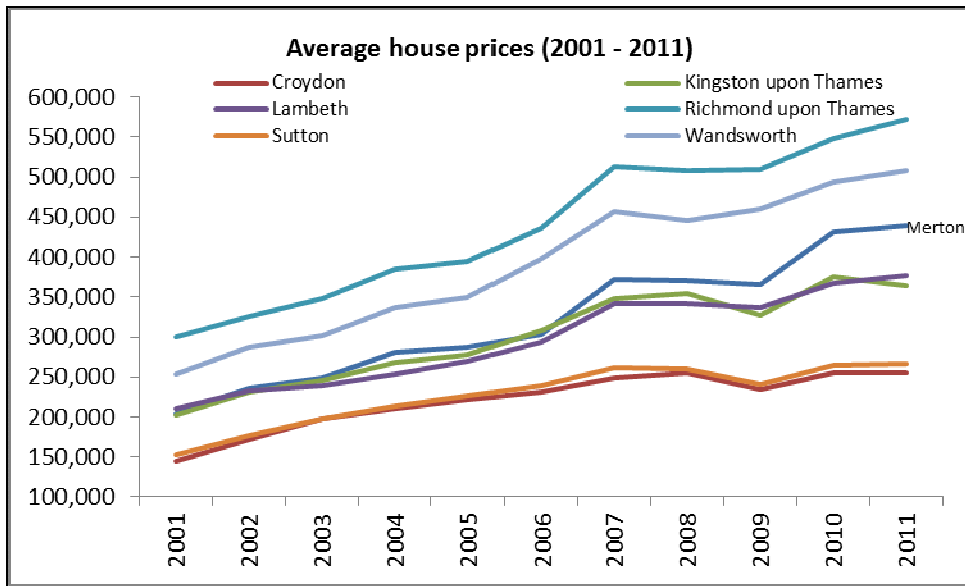


Figure 7.7: Average house prices 2001 to 2011

	Room	Studio	1-bed	2-bed	3-bed	4-bed+
2002-03	£86	£128	£181	£272	£246	£326
2012-13	£89	£179	£219	£288	£347	£485

Table 7.1: average rental costs 2002 to 2012

7.3.4 The supply of new housing

If all developments in the pipeline were approved and developed there could be potentially 1,200 new dwellings in Merton accommodating between 2,500 and 3,500 residents. Data from unimplemented planning permissions and site allocations indicate growth in Colliers Wood, South Wimbledon, Morden and Mitcham.

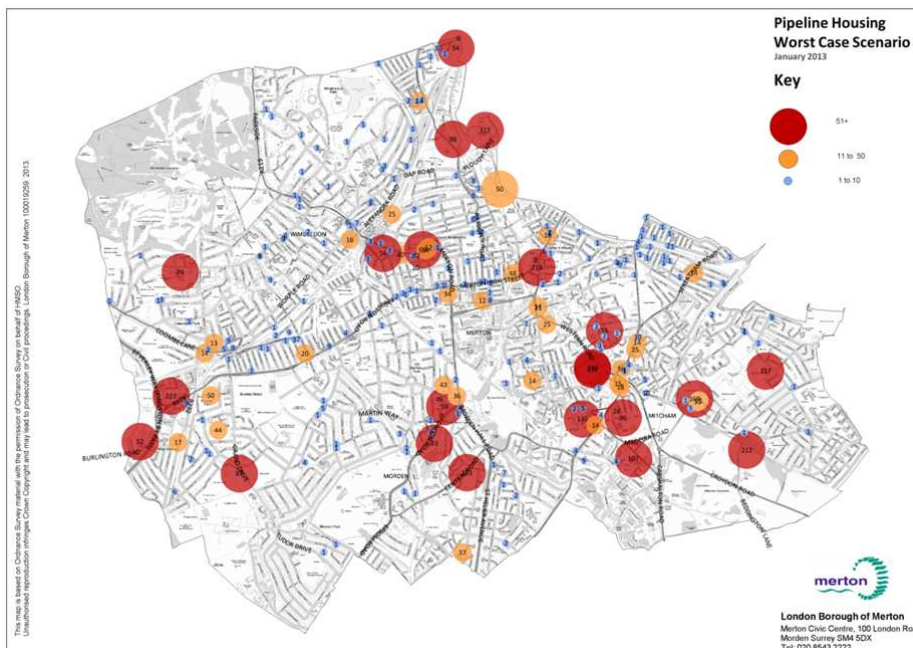


Figure 7.8: new housing development

7.3.5 The backlog of housing need in Merton

While population projections provide useful information on household growth and inform the planning of additional housing in Merton, it is necessary to look at service statistics alongside demographic trend data in order to understand the need for affordable housing.

The number of households on Merton's Housing Register has increased by 33% between April 2009 and April 2013, although the number of households with 'reasonable preference' remains fairly stable. In April 2013 around 2,500 households on Merton's Housing Register were assessed as having 'reasonable preference' under the Allocations Policy. These include those who are homeless, in need of housing due to medical or welfare grounds and those occupying insanitary; overcrowded or unsatisfactory accommodation.

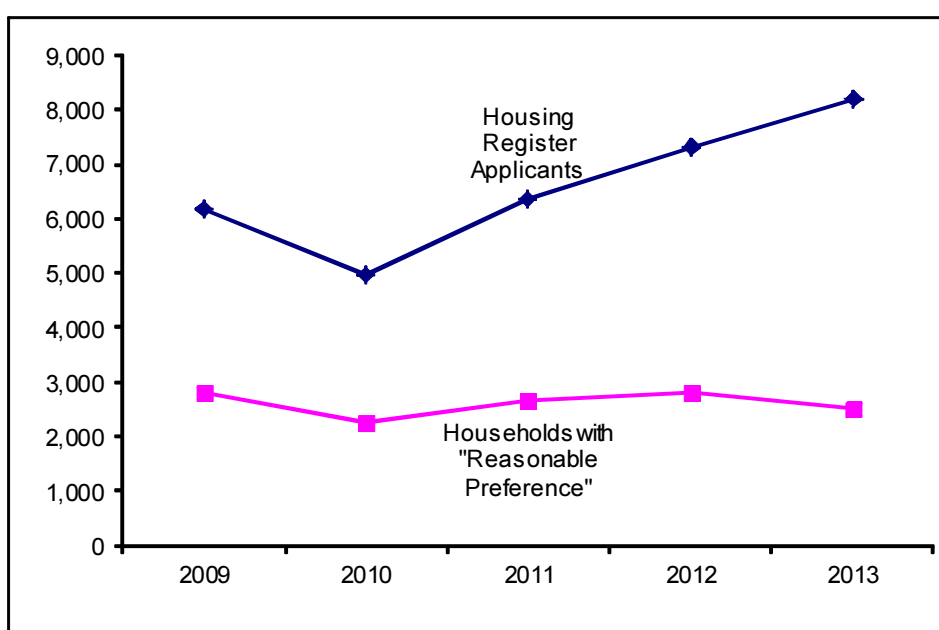


Figure 7.9: Merton's Housing Register

7.3.6 The need for affordable housing

As households with 'reasonable preference' are more likely to be housed under the council's Allocations Policy, the backlog of need relating to these households had decreased by 290 from 2,824 households in 2009 to 2,534 in 2013. Although the council had placed nearly 3,000 households in either social housing or the private rented sector over this 5-year period, more households deemed to have 'reasonable preference' joined the Housing Register during this time hence the backlog of need currently remains at about 2,500. With less supply of affordable housing projected to come on stream over the next 5 years, the number of households with 'reasonable preference' on the Housing Register is predicted to increase.

The findings of the last Strategic Housing Market Assessment (SHMA) for Merton, which covers the period 2007-2021, similarly shows a need for around 2,250 additional affordable homes in Merton between 2013 and 2017 (assuming the need for affordable housing is evenly spread across the 14-year period). These findings were based on calculations using the GLA's 2007 population projection

data. With the availability of 2011 Census data and more up-to-date projections, Merton’s SHMA will be updated later this year.

The backlog of need along with newly arising need means more people are likely to be living in overcrowded housing, which can lead to poor health & affect children’s educational attainments. There is also a potential for an increase in family conflict caused by lack of space.

The Council is maximising opportunities to increase new-build affordable homes by working with registered providers. It is also working with housing providers on initiatives to increase the supply of private sector homes available to households in housing need. We are also working with housing providers to bring empty homes back into use for households in housing need.

7.3.7 Affordable housing supply

Social housing stock in Merton is not likely to see any notable increase between 2013 and 2017, with projected new build currently estimated to be an additional 300 homes but off-set by social housing tenants purchasing their homes under Right to Buy.

With a negligible increase in social housing stock, the council will increasingly rely on the private rented sector to meet the backlog of housing need, and to discharge its statutory duty to homeless households by assisting them in accessing suitable private rented accommodation. Although the private rented sector has grown from 17% of total stock to 25% in Merton, the chart below shows that the number of homes available to people in housing need has been decreasing since 2010/11, as landlords can get higher returns from professional tenants in a buoyant private rental market with steadily increasing rent levels.

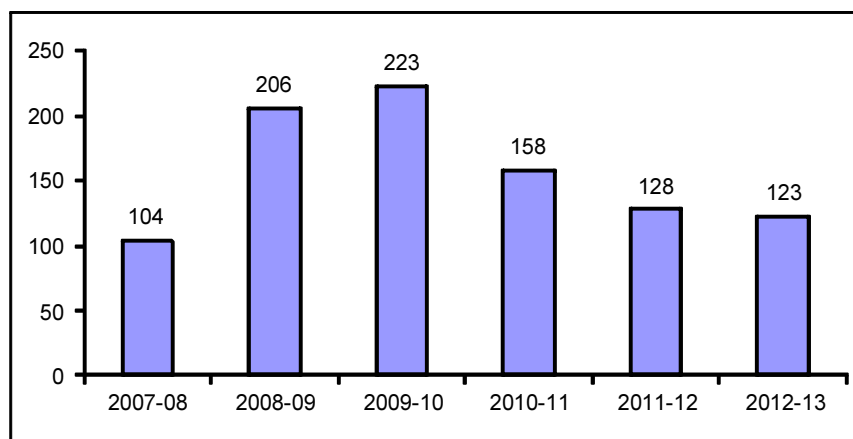


Figure 7.10: private rented lettings achieved through the Rent Deposit Scheme

More and more households will need to rely on the private rented sector to meet their housing needs, but will only be able to access the lower end of the private rented market. Such housing is likely to be in poorer condition and will exacerbate housing needs.

The Council is increasing engagement and improving negotiations with private landlords through the Rent Deposits Scheme to help increase private sector housing solutions for homeless households. It is also working with private landlords through Merton’s Private Landlord Forum to increase awareness of, and adherence to, the Mayor’s new London Rental Standard.

7.3.8 Homelessness

The chart below shows that homelessness applications are increasing, although acceptance levels have remained relatively static over the last few years.

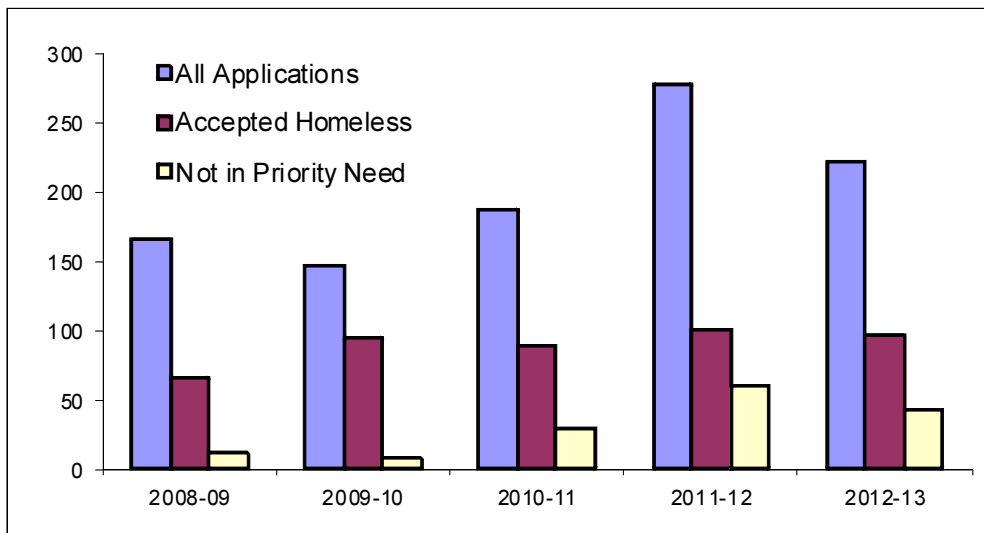


Figure 7.11: statutory homelessness trends

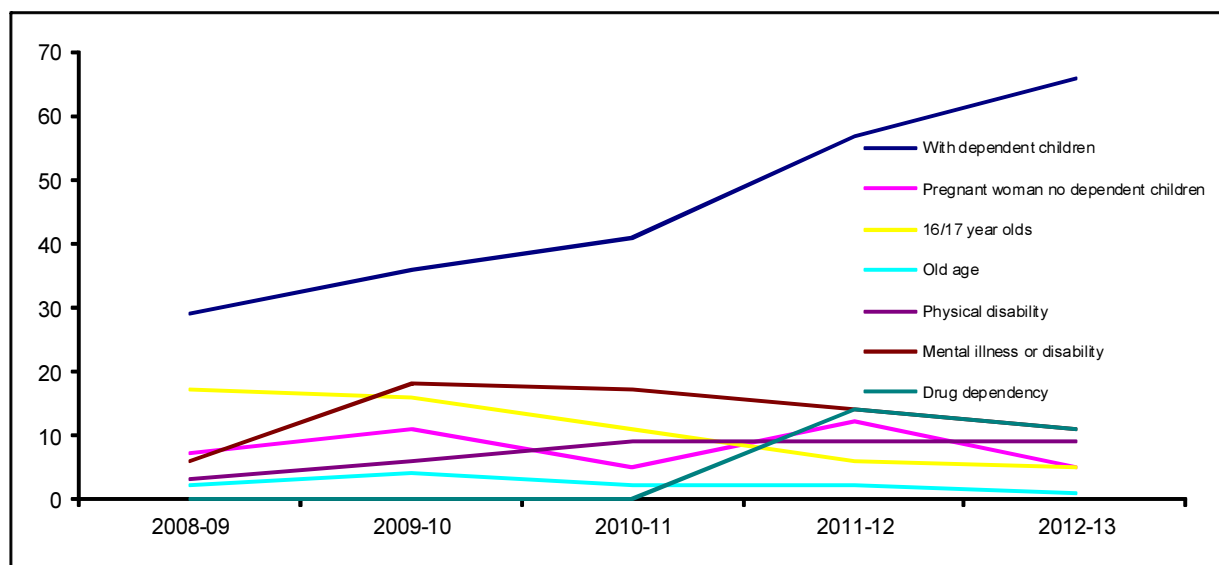


Figure 7.12: homelessness acceptance categories

Although the chart above shows the proportion Homelessness approaches by young people has decreased, the net demand for assistance from this client group has not reduced, as many of them have opted to approach Children’s Services for assistance following the ‘Southwark Judgement’.

The chart below shows that termination of Assured Shorthold Tenancies (ASTs) has become the main cause of homelessness, replacing evictions by families and friends. The increasing reliance on the private rented sector with its insecure tenure is likely to lead to further increase in

homelessness. Welfare Reform will further reduce affordability of housing to households relying on benefits, thus increasing child poverty and the likelihood of families having to keep moving to seek cheaper accommodation, or face eviction and homelessness.

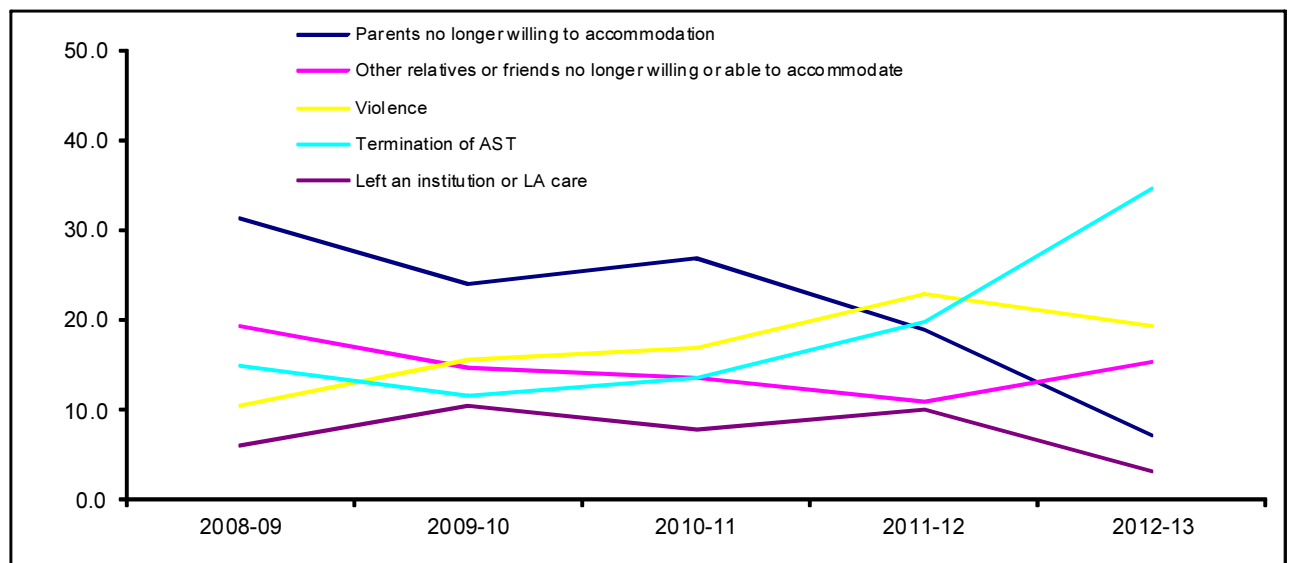


Figure 7.13: reason for homelessness

Ethnic minority households are over-represented amongst homeless applicants. An increasing number of ethnic minority households will be affected by homelessness, given their increase in the wider population and they are more likely to be affected by unemployment and other socio-economic deprivation.

It is likely that the increase in households living in the private rented sector coupled with an increase in the cost of rents and welfare reform changes is likely to result in further increases in homelessness applications due to termination of Assured Shorthold Tenancies (AST). The number of homeless households with dependent children is predicted to increase, which will result in an increased in the use of more costly self-contained temporary accommodation to place these households. This will have financial implications for the council.

As a result the Council will review its Homelessness Strategy involving working with key stakeholders to improve the effectiveness of prevention measures and make best use of Merton’s Homelessness Grant. Also, we will implement the Welfare Reform Project which provides assistance to households affected by the benefits changes.

It is worth noting that the number of single homeless households deemed ‘not in priority need’ has been increasing and this trend is likely to continue to 2017. Although the number of people involved is relatively small, many single homeless people have complex support needs and require supported housing as well as education and training to help them gain full independence. An increase in this client group approaching the council for assistance will have cost implications.

The Council is increasing initiatives that support ‘non-priority’ homeless people to full independence, and make best use of Merton’s Homelessness Grant. The Housing Needs team is working with public health and social care services to help prevent homelessness amongst this client group, and to

help them achieve independence. We are also working with housing providers to develop supported housing projects that utilise private sector housing stock, including HMOs.

7.3.9 Housing needs of older people

The number of Housing Register applicants aged 65 plus has increased by 77% between 2010 and 2013, now making up of 7.8% of all applicants on the Housing Register, compared to 5.9% in 2010. Owner-occupation as a share of total tenure has been falling, which means that there are now more older people who are non-owners. In 2001, owner occupation made up 69% of all tenures, but this had decreased to 59% by 2011 and this trend is likely to continue.

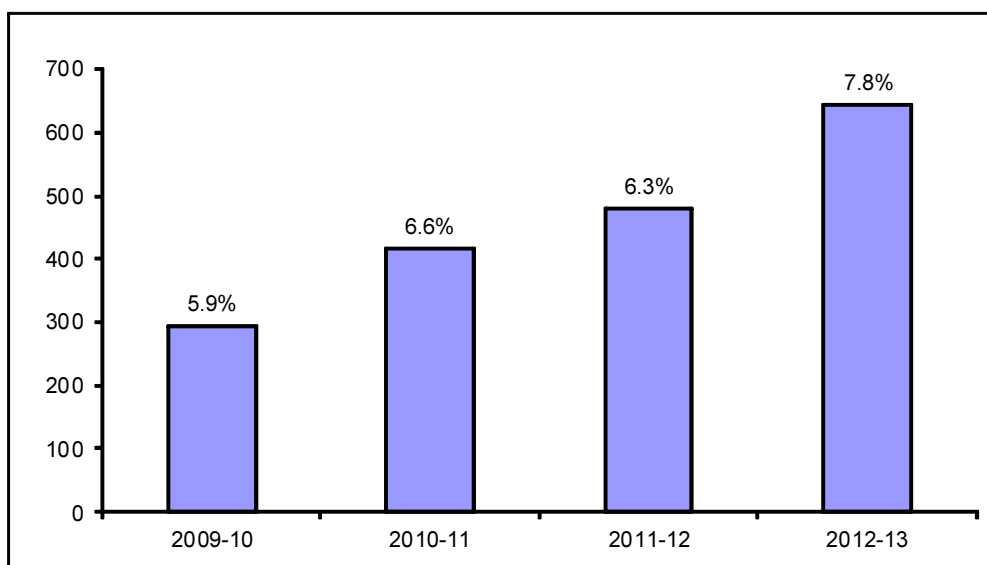


Figure 7.14: applications to the Housing Register from people aged 65 and over

The further decrease in owner occupation, along with the projected increase of the older people population in Merton, is likely to see more and more older people joining the Housing Register. In 2012-13, only 45 of the 592 social homes available for letting went to older people households, representing 7.6% of all lettings, which is comparable to older households' share on the register. An increasing proportion of older people will be from BAME communities, and it is therefore likely that we will see more BAME elders in housing need.

The Council will however need to consider the likely impact of more older people living in insecure and/or unsuitable accommodation, which can lead to an increase in demand for health and social care services, as living in poor accommodation or the need to move regularly is likely to increase the likelihood as well as speeding up their need for support and care.

This is likely to have financial implications for social care services. A recent national study on care home costs commissioned by an Insurance Group shows that nearly 50% of older people paid for their care from savings and 28% had to sell their home to meet costs. Those with no property of their own and assets below a certain threshold are eligible to get financial help to pay their care costs. An increase in the number of older people who are non-owners needing social care services could increase the council's costs in providing care.

The 2011 Census shows that 45,800 households are under-occupying their homes, mostly in the owner-occupied sector and the social housing sector. Older people in Merton are more likely to be under-occupiers when compared to the overall population. Although owner-occupation as a share of total tenure is projected to decrease further, the number of under-occupied homes will remain high over the next few years. With more older people predicted to live alone, those who under-occupy in the owner-occupied sector often have difficulties maintaining and heating their large homes, as many are 'property rich but cash poor'. This has service implications for housing, health, as well as social care services. More actions are also needed to address under-occupation in the social sector in order to make best use of existing social housing stock to meet housing need, and there are concerns over the impact of the so called 'bedroom tax' on tenants who are under-occupiers.

In relation to this older client group the Council is working with registered providers to identify opportunities for developing more designated housing for older people, including options that can be funded via housing benefit. In the annual review of the council's Allocations Strategy we will look at options to increase the number of social housing lettings to older people. We will also look at working with BAME housing providers to develop new-build housing projects for older people that are partly funded by the community

7.4 Household waste and recycling

It is reasonable to assume that larger family households generate more waste than smaller households and apartment dwellers. At present this would add to landfill and the cost of landfill. In future such waste will be treated at the South London Waste Partnership's 'energy from waste' (EFW) plant for which there will also be a cost. Projected household need and demand for 1-2 bed units, and the current housing supply line providing the majority of new homes as apartments suggests that there could be savings to the Council both by reducing waste sent to the EFW plant and increasing recycling and efficiencies in waste collection from communal apartment developments with more communal collection of waste and recycling (as opposed to kerbside pick-up). The Council will also focus on media campaigns with partners to increase the borough's recycling rates, in line with the South London Waste Plan.

7.5 Libraries

As the population continues to grow and with resident expectations changing, it is anticipated that library services will continue to see an increase in demand, although not solely through traditional interactions (e.g. borrowing a book). Whilst nationally there is a picture of declining usage of libraries, in Merton visits to libraries and borrowing of stock has remained steady, whilst the percentage population of Merton residents using libraries has increased dramatically.

With a greater emphasis on literacy levels at schools and with better integration work, every school child in Merton will shortly be a library member and this is anticipated to increase demand on library services by approximately 5% per year. Libraries are increasingly becoming hubs to their local community and deliver a range of added value activities linking in with key strategic issues such as health, employment and life skills. Through these activities it is also anticipated that usage of libraries will increase.

In a modern 24/7 environment libraries have in place systems so that residents no longer need to visit their library by making a number of resources available online such as e-books and online

reference resources. As online resources continue to develop this may lead to an increased channel shift towards online services but there is also a challenge around continuing to invest and improve these online resources as there are good commercial alternatives.

7.6 Transport

The 2011 Census showed that car ownership in Merton is falling with 40% of households not owning a car. Reduction in car ownership can be due to a number of factors in particular good access to public transport, the growth in 'car clubs' and generational factors with young people either choosing not to have a car or priced out of car ownership. However, as the borough's population increases, particularly as the number of young families increase, we could expect a rise in car ownership.

Data from Mosaic suggests that in areas of good public transport, with good local amenities within walking distance, there is trend towards more 'car free' lifestyles. Mosaic suggests that there are higher concentrations of young 'urbanites' living in Wimbledon and Colliers Wood who have a tendency towards not owning a car on environmental grounds. By contrast, in areas such as Canon Hill, Lower Morden and parts of Mitcham, car ownership is seen as both aspirational and a necessity. This could indicate that more parking controls could be needed in these areas.

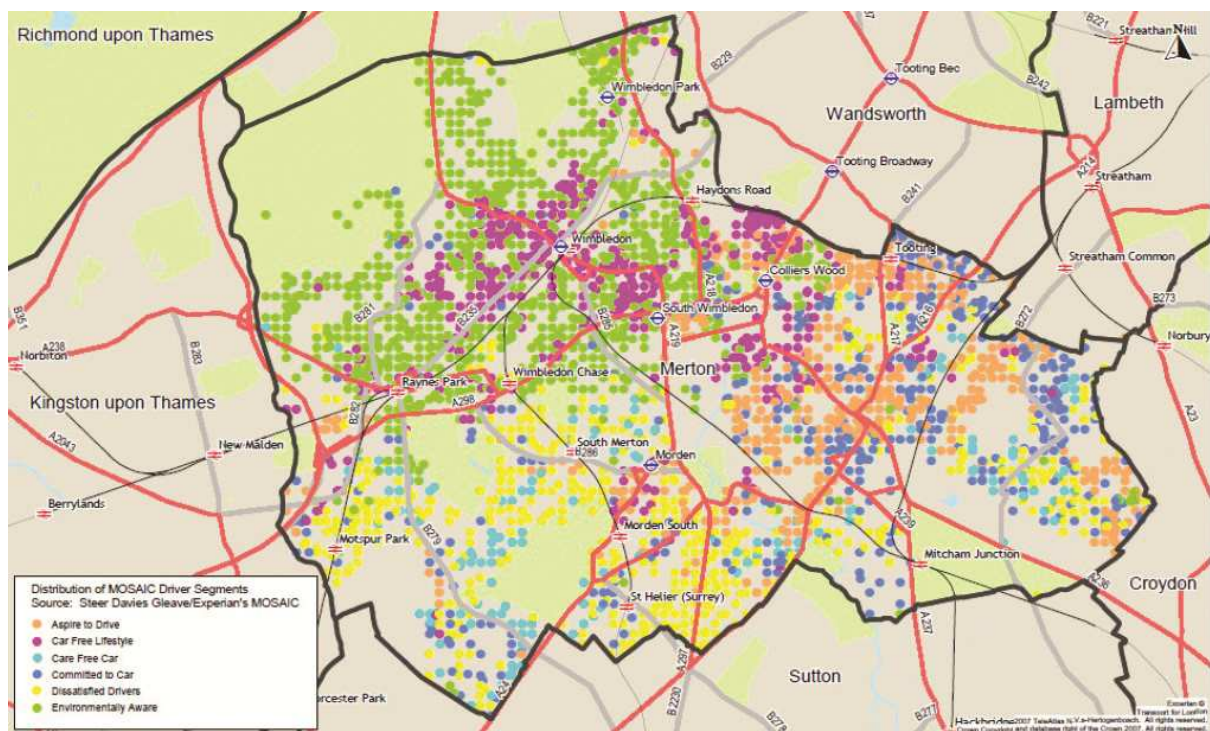


Figure 7.15: Distribution of MOSAIC driver segments

Restricted car parking provision in new developments can go some way to reducing car ownership; especially as the Council's Core Planning Strategy targets new housing growth into areas with good public transport (Morden, South Wimbledon and Colliers Wood). Other areas of population growth such as Mitcham and Pollards Hill may experience pressure for increased parking controls which would be rolled out in response to resident's requests.

The borough's modal share for cycling is currently low at 1-4% of all local trips being made by bike. The Council is one of the shortlisted bidders for the Mayor's cycling Mini-Hollands fund to provide cycle infrastructure and an increase to 10% of local journeys being made by bike.

Linked to the Mosaic data, two key demographics and localities are targeted to increase cycling.

- urbanites and environmentally aware people in Wimbledon and Colliers Wood who already choose a car free lifestyle have the potential to increase cycling as a choice, given infrastructure upgrades
- people currently priced out of, or aspiring to own a car, particularly in the more urban areas of North Mitcham have potential to take up cycling as the mode of choice for local trips or commuting to rail stations. This demographic also correlates to the number of 15-35 year olds and singles who are more likely to cycle (families tend to be more car dependent).

7.7 Business growth and employment

Merton currently has 7,400 businesses employing 57,000 people. Employment in financial services, IT, business and professional services are expected to be a key source of growth over the next two decades. The refreshed Economic Development Strategy (2012) highlights that the Council will provide support to this sector through business support programmes and inward investment. We also recognise the potential for growth in the retail sector, in the context of town centre activities and we will also focus on creative and cultural activity in the borough. Likewise, the green technology sector is considered to have significant prospects for growth over the next decade.

The Merton Business Support Service, delivered in partnership with Merton Chamber of Commerce seeks to create 300 new businesses and 700 additional jobs by 2017.

The number of young unemployed people and NEET's (Not in employment Education and Training) has risen over the past few years and there is a likely correlation between the number of people working past the age of 65 and the lack of employment for under 24 year olds. Youth unemployment has been recognised as a major priority for the government and locally we have set up initiatives to support employment of young people through our Employment and Training Action Plan.

The Merton Partnership Economic and Wellbeing Sub-group has developed an Employment and Skills Strategy to provide joined up support from Job Centre, colleges and training providers. The Employment and Skills Action plan identifies skills gaps and training to enable younger people to find work in identified growth sectors creating 100 apprentices and 100 in full employment. The 'Take-one' initiative encourages Merton businesses to take on apprentices, mentor young people or provide positions for younger people, with a target of 100 people by 2014.

7.8 Adult learning and skills

NEETS and young people seeking employment is likely to remain high in the medium term. Those young people who do not fare well in the school system tend to thrive in the adult learning environment. There may be a need for increased project and outreach activity to engage further with these client groups. Also, the demand from lone parents wanting to come off benefits and gain employment is likely to rise with the increase in the number of lone parent families.

Widening participation in the east of the borough remains a high priority for the Council and we will continue to engage with those furthest removed from learning. Projects with Job Centre Plus will continue to focus on supporting people back into work.

In recent times Merton Adult Education (MAE) has seen an increase in individuals seeking vocational qualifications in early years, adult social care, business administration and customer services in order to secure employment. This is likely to increase given the borough profile. In addition to the qualification programme there is a need for more courses focusing on soft skills – communication, confidence building and job search.

It is likely that the number of adults with learning difficulties will increase. MAE has already seen a considerable increase in students in this area already this academic year.

The number of individuals requiring English has increased over the years and MAE are unable to meet the full demand due to limitations in funding. New citizenship requirements will increase demand further.

The increase in the number of older people is likely to result in additional demand for adult learning services from this cohort.

8. Financial implications

Between 2010/11 and 2013/14 budgeted expenditure on areas under the Council's direct control i.e. excluding schools and housing benefit, has reduced by 2.5%. In addition to this the Council has also contained spending pressures over this period (pay, prices, growth and the impact of the capital programme) that amount to around 25% of the 2010/11 budget. Overall, expenditure on frontline services has increased slightly with the bulk of savings made in corporate items such as capital charges.

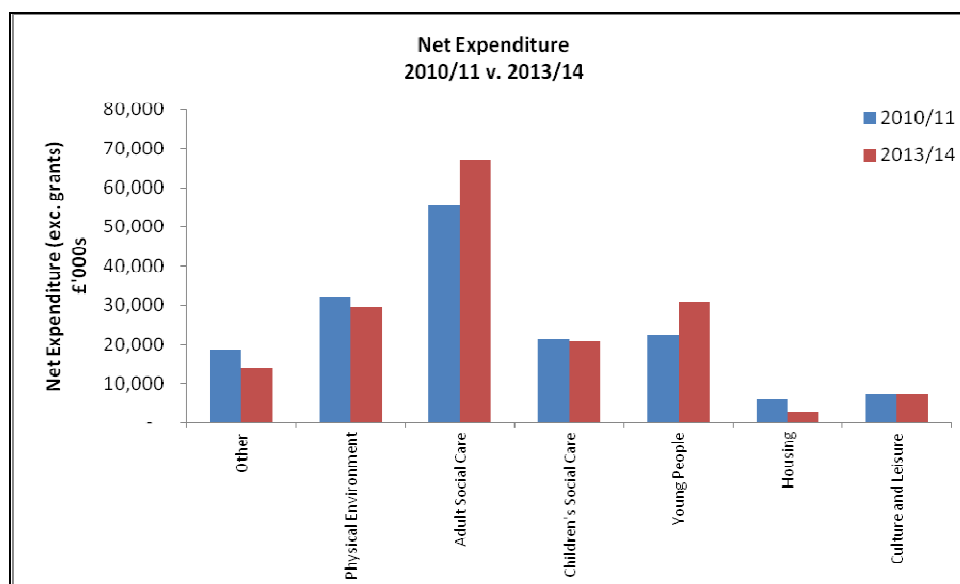


Figure 8.1: Budget breakdown 2010/11 and 2013/14

There has, however, been a marked change in the pattern of spending over this period. In 2010/11 social care for adults and children, non schools education, traffic and highways and waste management services comprised less than 75% of Council spending. By 2013/14 this proportion has risen to 83.5% with increases in particular for Adult Social Care. Expenditure on the remainder of Council services such as leisure, street cleansing, youth services and libraries has reduced by around 33%.

	2010/11	2013/14
Other	24.5%	16.5%
Traffic and Highway Services	5.9%	5.4%
Waste Management	9.3%	8.4%
Children's Social Care	13.3%	12.8%
Education (excluding schools)	12.7%	15.9%
Adult Social Care	34.3%	41.0%
Total	100.0%	100.0%

Table 8.1: Expenditure by type of service

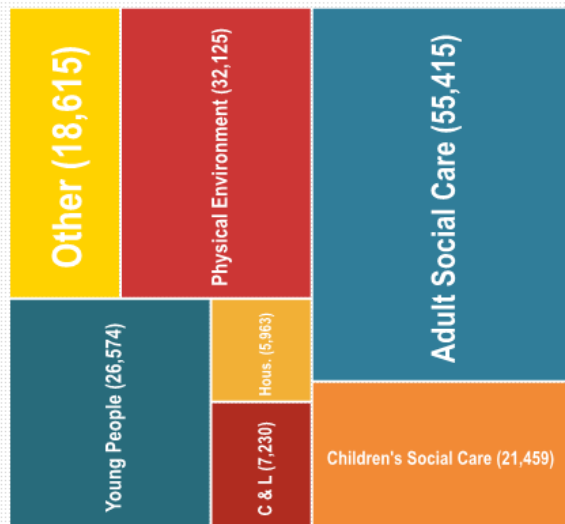


Figure 8.2: Expenditure by service area 2010/11

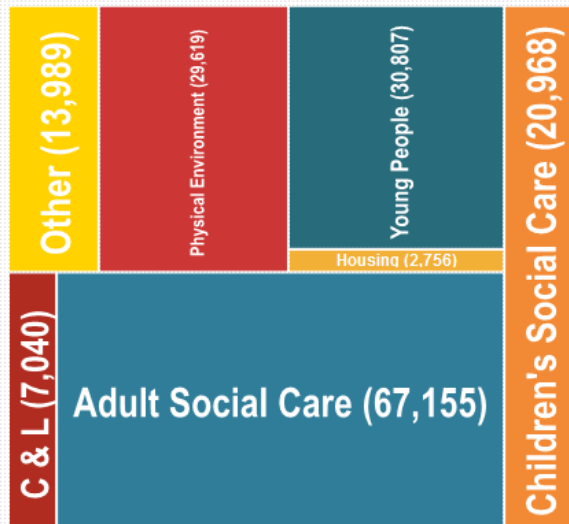


Figure 8.3: Expenditure by service area 2013/14

The two charts below show the forecast demand for services and expenditure requirements set against the likely resources available over this period. The first chart is based on the Council's Medium Term Financial Strategy (MTFS) and departmental estimates of potential growth pressures. The second is based on LGA modelling of demographic trends set out in this report. There is a marked similarity between the two forecasts. It should be noted that the estimate of available resources is taken from the MTFS which takes a positive view of likely resources.

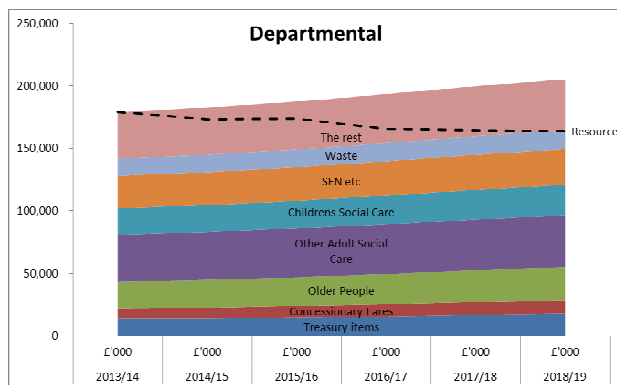


Figure 8.4: Merton's departmental modelling 2013/14 – 18/19

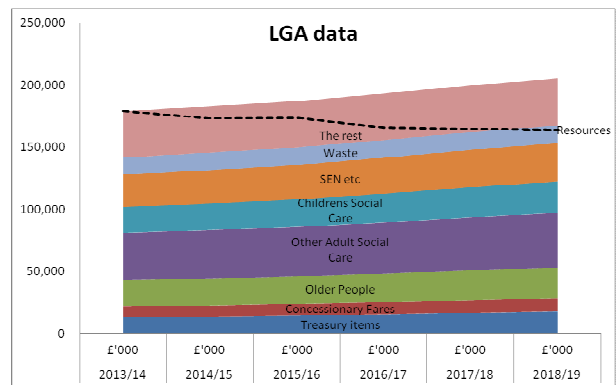


Figure 8.5: LGA modelling 2013/14 – 18/19

If future expenditure were to be based on demand then all other Council services ('the rest' in the charts above), with the exception of waste management, would have to cease. Under this scenario even waste management would see a reduction of around 15% of its current budget. However, this scenario is unachievable, even supposing the Council wanted it, due to the statutory nature of some of the other Council services e.g. libraries, homelessness etc.

The modelling above does not include some £15 million of savings already agreed. It is clear, however, that the MTFS cannot include growth along the lines set out above and that current strategies to contain demand within existing budgets must continue i.e. through greater efficiencies or ceasing to deliver some services. Even so, there is likely to have to be further reductions in areas such as social care and education.

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Service Plans 2014-18

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

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

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

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

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

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

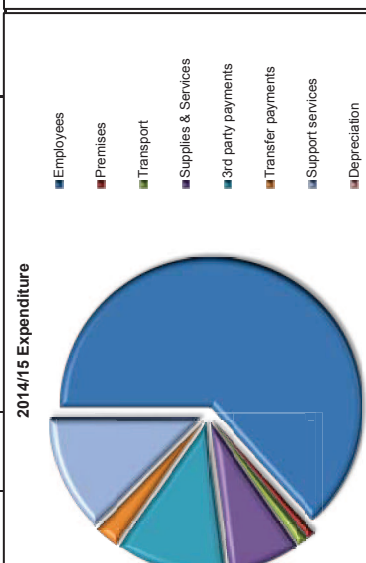
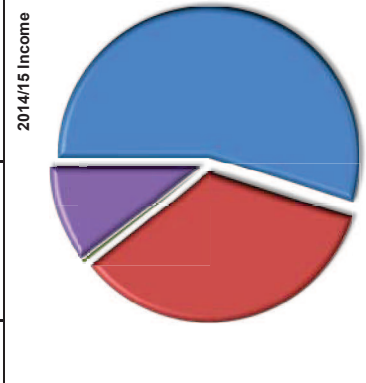
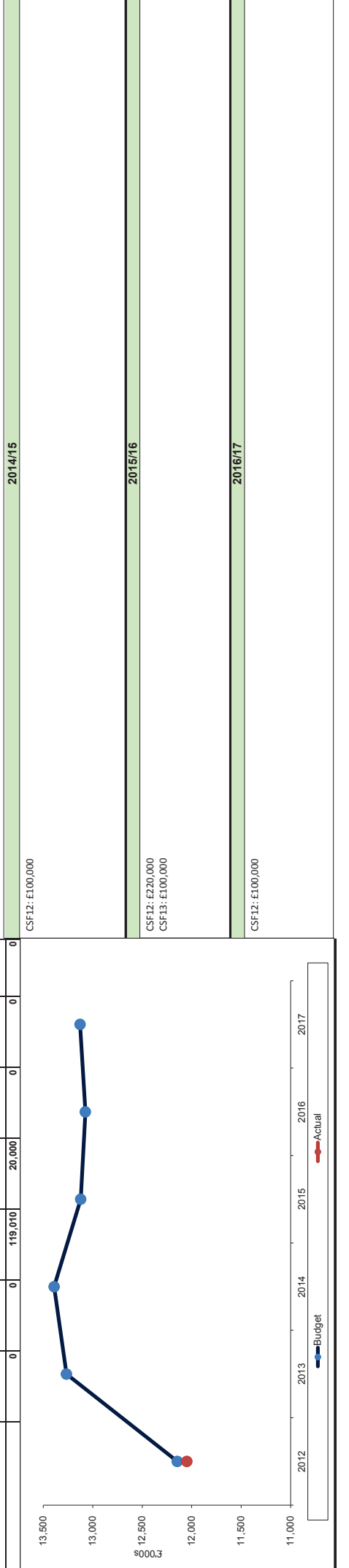
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Children and Young People

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

DEPARTMENTAL BUDGET AND RESOURCES												
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Actual 2013/14	Budget 2014/15	Actual 2014/15	Budget 2015/16	Actual 2015/16	Budget 2016/17	Actual 2016/17	Budget 2017/18	Actual 2017/18
Expenditure	13,837	14,024	15,029	15,181	14,914	14,867	14,920	14,920	14,867	14,920	14,867	14,920
Employees	8,385	8,314	9,395	9,301	9,395	9,298	9,301	9,301	9,298	9,301	9,298	9,301
Premises	125	125	125	125	125	125	125	125	125	125	125	125
Transport	205	205	191	187	189	191	193	193	189	191	193	193
Supplies & Services	1,158	1,379	1,203	1,153	1,167	1,180	1,193	1,193	1,167	1,180	1,193	1,193
3rd party payments	2,053	1,721	1,844	1,781	1,708	1,735	1,762	1,762	1,708	1,735	1,762	1,762
Transfer payments	351	543	472	398	404	411	417	417	404	411	417	417
Support services	1,956	1,798	1,915	1,915	1,915	1,915	1,915	1,915	1,915	1,915	1,915	1,915
Depreciation	11	11	11	11	11	11	11	11	11	11	11	11
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Actual 2013/14	Budget 2014/15	Actual 2014/15	Budget 2015/16	Actual 2015/16	Budget 2016/17	Actual 2016/17	Budget 2017/18	Actual 2017/18
Income	1,692	1,975	1,762	1,791	1,792	1,792	1,792	1,792	1,792	1,792	1,792	1,792
Government grants	1,569	1,285	957	962	962	962	962	962	962	962	962	962
Reimbursements	557	924	633	618	619	619	619	619	619	619	619	619
Customer & client receipts	8	208	5	5	5	5	5	5	5	5	5	5
Reserves	-442	-442	167	186	186	186	186	186	186	186	186	186
Capital Funded												
Council Funded Net Budget	12,145	12,049	13,267	13,390	13,122	13,075	13,122	13,075	13,075	13,122	13,075	13,122

Summary of major budget etc. changes												
Changes prior to 2014/15												
Employees expenditure increased due to restructuring including transfer of Youth Justice service												
Grant income reduced due to change in accounting practice of EIGP grant (£550k)												
Support services recharge increased due to changes in accounting practice.												
CSF12: £100,000												
CSF12: £220,000												
CSF13: £100,000												
CSF12: £100,000												



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

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME	Likelihood	Risk Impact	Score
Project 1	Project Title: Deliver transforming families year 2 & year 3 programme	To meet legislative requirements	2	3	6
Start date	2013-14				
End date	2015-16				
Project 2	Project Title: Social Care Information System procurement & implementation	To improve case records, data quality, & management information on all casework in CSF, & to improve compliance with statutory & regulatory requirements including for inspection purposes	3	3	9
Start date	2013-14				
End date	2015-16				
Project 3	Project Title: Preparation for new inspection regime	To meet legislative requirements	4	3	12
Start date	2013-14				
End date	2014-15				
Project 4	Project Title: Youth Justice	To meet legislative requirements	3	2	6
Start date	2014-15				
End date	2015-16				
Project 5	Project Title: Joint work with Housing	Improved resident well being	4	2	8
Start date	2014-15				
End date	2015-16				
Project 6	Project Title: Post-reorganisation review of staffing structure & processes	To improve safeguarding, contain services within limited budgets, & for staff retention	3	2	6
Start date	2013-14				
End date	2014-15				
Project 7	Project Title: Select one major outcome	Select one major outcome			0
Start date					
End date					
Project 8	Project Title: Select one major outcome	Select one major outcome			0
Start date					
End date					
Project 10	Project Title: Select one major outcome	Select one major outcome			0
Start date					
End date					

Commissioning, Strategy and Performance		Planning Assumptions					The Corporate strategies your service contributes to					
Cllrs Max Martin & Martin Whiston, Cabinet Members for Childrens Services & Education		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	Capital Programme				
Enter a brief description of your main activities and objectives below		16,430	16,860	16,795	16,441	16,482	16,572	Children & Young persons Plan				
The Commissioning, Strategy & Performance division provides strategic services for the Children, Schools & Families Department (CSF).		2,445	2,375	2,383	2,386	2,387	2,388	Community Plan				
<ul style="list-style-type: none"> policy, planning & performance management; commissioning, procurement & contract monitoring; access to resources for looked after children/pupils with SEN; pupil place planning; school admissions; school expansion & overall CSF capital programme management; some departmental business support. 		208	716	138	483	484	485	Local Development Framework				
Main activities include:		33	41	37	38	39	39	Performance Management Framework				
i) leading on strategic & operational planning for CSF;		6,955	7,542	7,360	6,944	6,959	7,024	Social Inclusion Strategy				
ii) leading in local Children's trust & partnership development;		6,316	5,641	6,361	6,074	6,097	6,120	Increased costs				
iii) production of management information for internal & external reporting inc. performance management statutory returns;		0	0	0	0	0	0	Increased costs				
iv) production of policy documents & procedural guidance for professional staff;		0	0	0	0	0	0	Increased costs				
v) leading on joint commissioning with partners;		473	545	516	516	516	516	Increased costs				
vi) managing schools Private Finance Initiative & other service contracts;		0	0	0	0	0	0	Reduced customer service				
vii) procuring placements for looked after children/pupils with SEN;		0	0	0	0	0	0	Loss of Government grant				
viii) planning sufficient school places;		0	0	0	0	0	0					
ix) co-ordination of pupil admissions to Merton schools;		0	0	0	0	0	0					
x) project managing school expansions & other capital schemes.		0	0	0	0	0	0					

DEPARTMENTAL BUDGET AND RESOURCES															
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Performance indicator	Performance targets (Indicate if % target)	2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	2017/18(E)
Expenditure	16,430	16,860	16,795	16,441	16,482	16,572	16,572	% reception year surplus places	2	2	2	2	2	2	2
Employees	2,445	2,375	2,383	2,386	2,387	2,388	2,388	% secondary school Y7 surplus places Inc. Academies	12	12	12	12	12	12	12
Premises	208	716	138	483	484	485	485	% major capital projects green/amber to time and cost	90	90	90	90	90	90	90
Transport	33	41	37	38	38	39	39	% LAC in external agency foster care placements	40	38	38	38	38	38	38
Supplies & Services	6,955	7,542	7,360	6,944	6,944	6,959	7,024	Average time to recruit in house foster carers	6 months	6 months	6 months	6 months	6 months	6 months	6 months
3rd party payments	6,316	5,641	6,361	6,074	6,074	6,097	6,120	% completion rates for parenting programmes	72	76	76	76	76	76	76
Transfer payments	0	0	0	0	0	0	0	% statutory returns to government on time	100	100	100	100	100	100	100
Support services	473	545	516	516	516	516	516								
Depreciation	0	0	0	0	0	0	0								
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18								
Income £'000s	3,628	4,285	2,702	2,153	2,155	2,157	2,159								
Government grants	1,435	1,435	640	0	0	0	0								
Reimbursements	157	191	116	193	193	193	193								
Customer & client receipts	1,933	2,659	1,946	1,960	1,962	1,964	1,966								
Reserves	0	0	0	0	0	0	0								
Capital Funded	0	0	0	0	0	0	0								
Council Funded Net Budget	12,905	12,585	14,093	14,305	14,286	14,325	14,413								

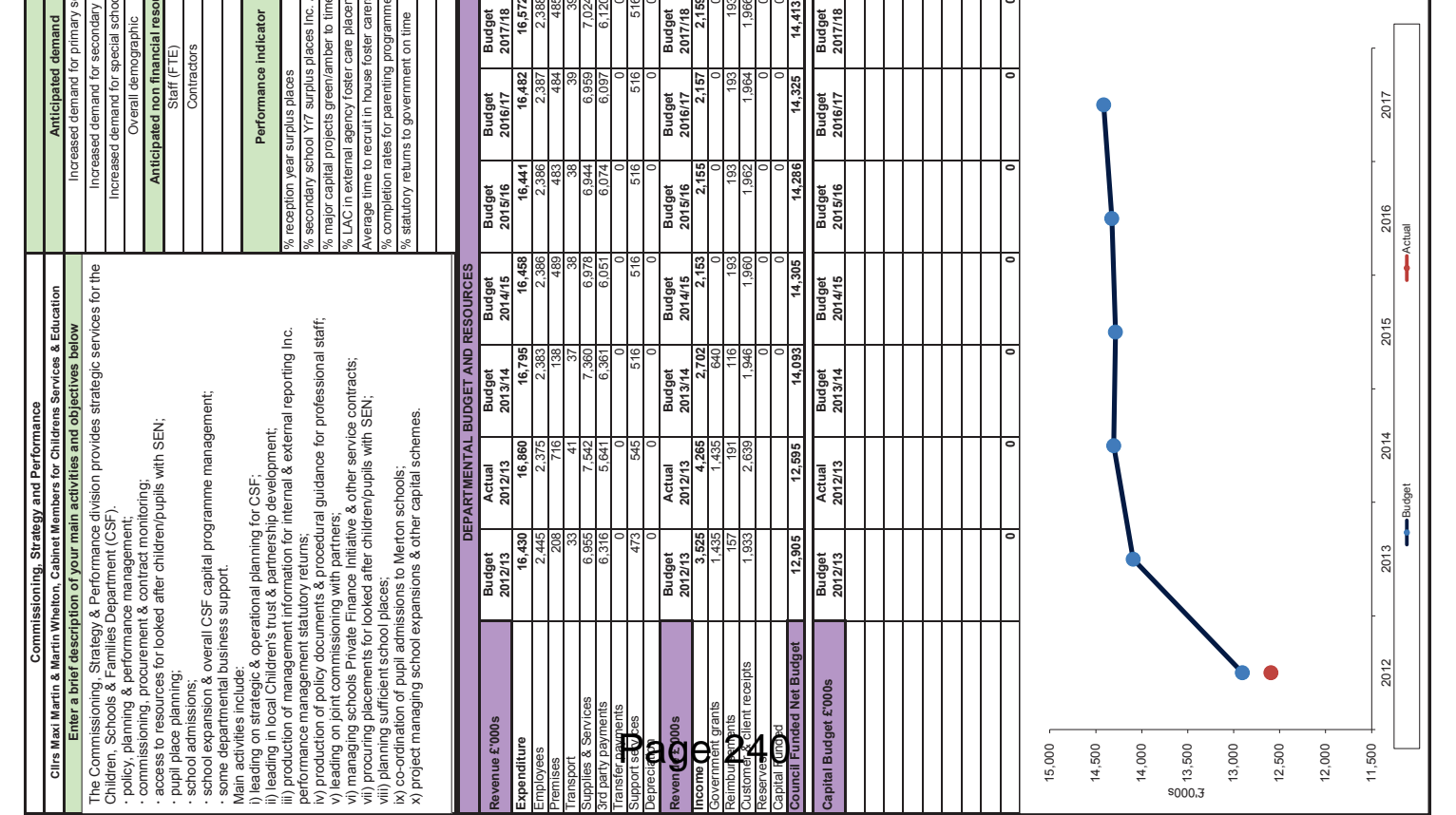
Summary of major budget etc. changes	
Changes prior to 2014/15	
1) Movements in premises cost are due to changes in capital accounting and the revaluation budget adjustments.	
2) The supplies and Services actual for 2012-13 are significantly higher than the budget due to free school meal costs which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

2014/15 Income	
Government grants	1,435
Reimbursements	193
Customer & client receipts	1,966
Reserves	0
Capital Funded	0
Total	3,594

2014/15 Expenditure	
Employees	2,388
Premises	485
Transport	39
Supplies & Services	7,024
3rd party payments	6,120
Transfer payments	0
Support services	516
Depreciation	0
Total	16,572

2015/16	
CSF 11: £50,000	
CSF 05: £50,000	
CSF 06: £200,000	
CSF 07: £50,000	
Total	£400,000

2016/17	
CSF 06: £50,000	
Total	£50,000



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

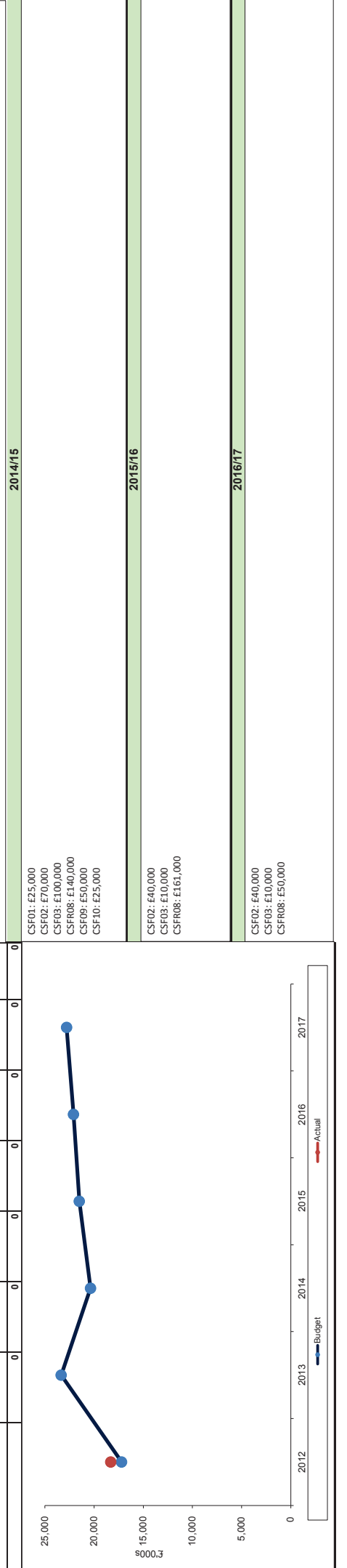
Commissioning, Strategy and Performance

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME	Likelihood	Risk Impact	Score
Project 1	Project Title: Progress existing capital schemes & provide additional FE's in primary schools Project Details: Completion of construction projects in progress. Consideration of further primary places required, planning & delivery of construction projects.	To meet legislative requirements	3	3	9
Start date 2013-14					
End date 2016-17					
Project 2	Project Title: Implementation of secondary & special school expansion strategy Project Details: Pupil places planning, development of strategy, statutory processes, planning & delivery of construction contracts. Includes consideration of provision for SEND.	To meet legislative requirements	5	3	15
Start date 2013-14					
End date 2017-18					
Project 3	Project Title: PFI - 5 year review Project Details: Quinquennial soft services review	More efficient way of working	4	2	8
Start date 2014-15					
End date 2014-15					
Project 4	Project Title: School Admissions System Procurement Project Details: Procurement of school admissions system, including consideration of surrounding processes. Also engagement with CC Programme.	More efficient way of working	3	3	9
Start date 2013-14					
End date 2015-16					
Project 5	Project Title: Participation & Engagement Review Project Details: Commissioning	Improved resident well being	3	1	3
Start date 2014-15					
End date 2014-15					
Project 6	Project Title: Commissioning Project Details: Range of significant changes to CSF commissioning, including working jointly with public health on commissioning of health visitor services for CYP & families; working with CCG to explore options for the future commissioning of health services for CYP & families -initial project to identify the way forward, could develop into a substantial piece of work for major transformational change depending on solution; commissioning of post-16 A&E'd & RPA places; commissioning of placements for older LAC.	More efficient way of working	3	2	6
Start date 2014-15					
End date 2015-16					
Project 7	Project Title: Increase uptake of Free School Meals Project Details: Release of Assets	Improved resident well being	2	2	4
Start date 2014-15					
End date 2014-15					
Project 8	Project Title: Release of Assets Project Details: To address a range of issues related to CSF property & accommodation, including consideration of further potential for flexible working & consolidation in the Civic Centre; review of caretakers' houses.	More efficient way of working	3	1	3
Start date					
End date					

Education		Anticipated demand				Planning Assumptions				The Corporate strategies your service contributes to			
Select your Cabinet Member & Portfolio		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2013/14	2014/15	2015/16	2016/17	2017/18	Children & Young persons Plan
Enter a brief description of your main activities and objectives below		Forecast increase in population 5-19				2400				Children & Young persons Plan			
Schools Standards & Quality will improve outcomes for all pupils in Merion Schools by: - monitoring, analysing & evaluating pupil & school performance - developing skills in planning, teaching, assessment, leadership & management - working with schools to reduce inequality & improve achievement for vulnerable groups - changing relationships between LAs, HT's & schools in context of new government policies		Increase in compulsory education to 18				2000				Community Plan			
Special Educational Needs & Disabilities will improve outcomes for CYP with SEND by: - building capacity in schools & settings, families & the community - focus on early intervention & prevention as well as direct support for schools & families		Forecast increase in targeted SEND services				200 - 400				Corp Equality Scheme			
Early Years Services will improve outcomes for all children aged 0-5 via: - universal, early help & targeted services - free nursery places for 2 to 4 year olds - information for families (0-19) & family support - childcare market management		Forecast increase in population 0 - 4				780				Performance Management Framework			
Youth Inclusion will improve outcomes for Young People by: - providing universal & targeted in house & commissioned services for YP & schools - 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		Anticipated non financial resources Staff (FTE)				Facilitate and encourage schools to support each other Review arrangements for some commissioned services				Social Inclusion Strategy LAC strategy Youth crime Family poverty Health & wellbeing			
Performance indicator		Performance targets (indicate if % target)				Polarity				Main impact if indicator not met			
		2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	2017/18(E)						Reputational risk
% 5 GOSE A-C including English & maths		62	64					High	Annual	High	Annual	Outcome	Reputational risk
% outcome of schools Ofsted inspections good or outstanding		75	77					High	Monthly	High	Annual	Outcome	Reputational risk
% LA English & maths as KS2		78	80					High	Quarterly	High	Quarterly	Outcome	Increased costs
Provision of short breaks		520	520					High	Annual	High	Annual	Outcome	Reputational risk
% of all SEN statements issued in 26 weeks		95	95					High	Quarterly	High	Quarterly	Outcome	Increased costs
% EY foundation stage profile		63	65					High	Annual	High	Annual	Outcome	Reputational risk
% Good or Outstanding child-minding per Ofsted		67	69					High	Quarterly	High	Quarterly	Outcome	Increased costs
% Good or Outstanding children's centres per Ofsted		100	100					High	Annual	High	Annual	Outcome	Reputational risk
Youth service participation rate		1800	2000					High	Annual	High	Annual	Output	Reputational risk

DEPARTMENTAL BUDGET AND RESOURCES															
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18
Expenditure	167,652	170,704	176,515	172,904	173,010	173,631	174,344	Expenditure	167,652	170,704	176,515	172,904	173,010	173,631	174,344
Employees	14,600	14,384	13,322	12,947	12,907	12,868	12,839	Employees	14,600	14,384	13,322	12,947	12,907	12,868	12,839
Premises	679	700	545	768	781	793	805	Premises	679	700	545	768	781	793	805
Transport	3,268	3,402	3,212	3,115	3,001	2,998	3,045	Transport	3,268	3,402	3,212	3,115	3,001	2,998	3,045
Supplies & Services	124,193	127,620	134,211	129,221	129,648	130,076	130,533	Supplies & Services	124,193	127,620	134,211	129,221	129,648	130,076	130,533
3rd party payments	17,991	17,662	18,002	18,994	19,204	19,427	19,653	3rd party payments	17,991	17,662	18,002	18,994	19,204	19,427	19,653
Transfer payments	1	39	19	19	19	19	19	Transfer payments	1	39	19	19	19	19	19
Interest	1,912	2,133	2,226	2,226	2,226	2,226	2,226	Interest	1,912	2,133	2,226	2,226	2,226	2,226	2,226
Reserves	5,071	4,864	4,978	5,224	5,224	5,224	5,224	Reserves	5,071	4,864	4,978	5,224	5,224	5,224	5,224
Capital Funded								Capital Funded							
Council Funded Net Budget	17,207	18,308	23,352	20,358	21,506	22,098	22,793	Council Funded Net Budget	17,207	18,308	23,352	20,358	21,506	22,098	22,793

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



1) Employee expenditure reduced partly due to transfer of Youth justice service to Children Social Care.
 2) The Supplies and services budget for 2013-14 increased due to an increase in DSG grant. This is not reflected on grant income as it was offset by 1860

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

Education

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	Project Title: Improving pupil outcomes at KS2 & KS4 Project Details: Ongoing work with schools. Challenge and support, monitoring, feedback, including Ofsted. Training and collaboration.	Improved resident well being		2	3	6
Start date 2013-14						
Project 2	Project Title: School Improvement - development of SLAs Project Details: Ongoing development of partnership with schools, including new Ofsted requirements, developing new curricula, Merton Leaders of Education Programme. More commercial approach to SSQ services, and move to a sharper SLA based charging process, to facilitate provision to other organisations and to generate income.	Improved resident well being		2	2	4
Start date 2013-14						
Project 3	Project Title: Transforming Early Years Project Details: Including provision of 2 year-old places to meet legislative requirement - stage 2 is for a further 300 places; ongoing development of the Locality Model to reorganise provision to maximise outcomes within available funding - service realignment & increasingly targeted provision, consider possibility of alternative / shared / mixed use for the centres.	Improved resident well being		3	2	6
Start date 2013-14						
Project 4	Project Title: Implementation of requirements of Children & Families bill Project Details: Following on from White Paper set up to meet legislative requirements including Ed, Health & Care Plan, development of the local offer, joint working with other agencies, secure web portal to access & comment on care plan, also to set out services in the local offer, personal budgets for those families that want them. Related to SCIS & CC Programme. Including addressing new statutory duty for age 19-25. Develop plan and manage process within available funding streams.	To meet legislative requirements		4	3	12
Start date 2013-14						
Project 5	Project Title: Development of AIEED & linked provision Project Details: Development of Melbury College and commissioning of AIEED provision. Including addressing new statutory duty for age 19-25. Develop plan and manage process within available funding streams.	To meet legislative requirements		3	2	6
Start date 2013-14						
Project 6	Project Title: Youth transformation phases 2 & 3 Project Details: Consolidation of localities - Morden and Wimbledon and roll out of Mitcham provision	Improved resident well being		4	3	12
Start date 2013-14						
Project 7	Project Title: Raising Participation Age Project Details: Development to provision to meet range of needs. Relates to CSP activity, including processes & accuracy of data from schools and colleges to reduce NEET, EET & unknowns.	To meet legislative requirements		3	2	6
Start date						
Project 8	Project Title: Project Details:					
Start date						

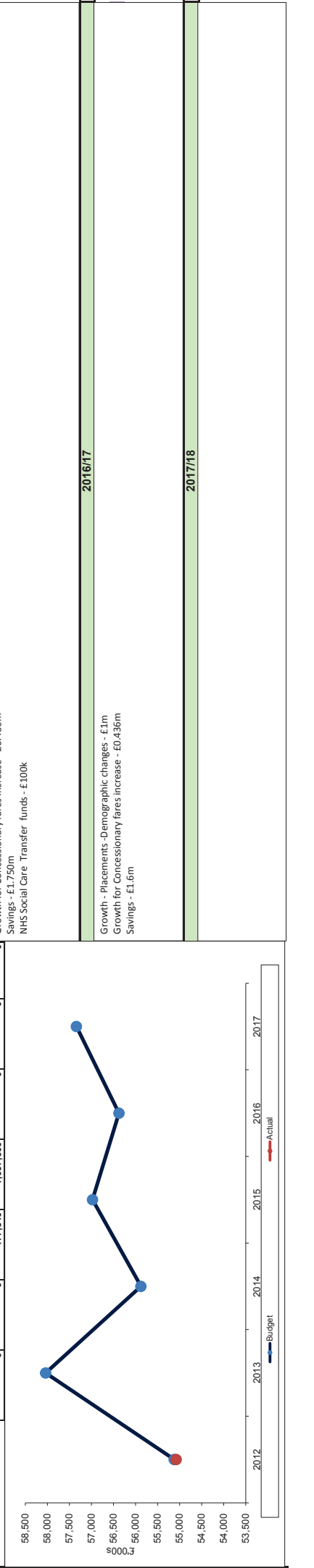
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Healthier Communities and Older People

Adult Social Care		Planning Assumptions								The Corporate strategies your service contributes to	
CILr Linda Kirby Cabinet Member for Adult Social Care & Health		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Anticipated demand		6513	6630	6729	6829	6920	7000	7070	7130	7190	7250
No. of people requiring services		2400	2400	2400	2500	2500	2500	2500	2500	2500	2500
People aged 65-89		1600	1700	1800	1800	1900	1900	1900	1900	1900	1900
People aged 90+		1900	1900	1900	2000	2000	2000	2000	2000	2000	2000
Anticipated non financial resources		431	444	440	440	438	438	438	438	438	438
Staff (FTE)		431	444	440	440	438	438	438	438	438	438
Performance indicator		28	28.5	29	29	30	30	30	30	30	30
% carers receiving services		75	77	78	78	79	79	80	80	80	80
% people living at home after reablement		80	80	80	80	80	80	80	80	80	80
No. of people on the Occupational Therapy waiting list		80	80	80	80	80	80	80	80	80	80
% customers supported in the community		42	45	45	45	45	45	45	45	45	45
% people with personal budgets		7	6.5	5	5	4.5	4	4	4	4	4
weekly rate of delayed transfers of care from hospital (both Melton & NHS responsible)											

DEPARTMENTAL BUDGET AND RESOURCES											
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
Expenditure	82,430	82,248	81,775	75,484	76,877	76,438	77,600	77,600	77,600	77,600	77,600
Employees	15,177	15,223	15,405	14,876	14,891	14,905	14,921	14,921	14,921	14,921	14,921
Premises	492	501	500	474	462	490	498	498	498	498	498
Transport	1,468	1,475	1,390	1,432	1,432	1,453	1,474	1,474	1,474	1,474	1,474
Supplies & Services	3,325	3,635	3,682	3,311	3,356	3,401	3,446	3,446	3,446	3,446	3,446
3rd party payments	43,041	42,302	40,964	39,511	40,378	39,400	40,022	40,022	40,022	40,022	40,022
Transfer payments	12,159	12,059	12,550	9,151	9,588	10,038	10,489	10,489	10,489	10,489	10,489
Support services	6,630	6,627	7,208	6,674	6,674	6,674	6,674	6,674	6,674	6,674	6,674
Depreciation	138	76	76	76	76	76	76	76	76	76	76
Revenue	27,306	27,170	23,736	19,606	19,901	20,061	20,259	20,259	20,259	20,259	20,259
Government grants	7,109	6,895	131	157	154	116	116	116	116	116	116
Reimbursements	7,891	7,437	10,012	6,399	6,697	6,895	7,093	7,093	7,093	7,093	7,093
Customer & client receipts	8,963	9,298	10,276	10,226	10,226	10,226	10,226	10,226	10,226	10,226	10,226
Recharges	3,317	3,314	3,317	2,824	2,824	2,824	2,824	2,824	2,824	2,824	2,824
Reserves	226	226	0	0	0	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0	0	0	0	0
Council Funded Net Budget	55,124	55,078	58,039	56,878	56,976	56,377	57,341	57,341	57,341	57,341	57,341
Capital Budget £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
Replacement SC System											
Laptops for Managers & Staff			22,100	60,000							
Other IT Schemes			155,440	66,600							

Summary of major budget etc. changes ~ 2014/15	
Growth - Placements - Demographic changes - £1m	
Growth for Concessionary fares increase - £0.436m	
Savings - £2.187m	
NHS Social Care Transfer funds - £2.123m	
Growth - Placements - Demographic changes - £1m	
Growth for Concessionary fares increase - £0.436m	
Savings - £1.750m	
NHS Social Care Transfer funds - £1.00k	



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

Adult Social Care

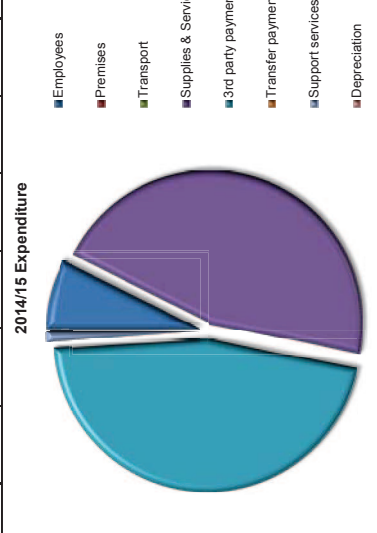
PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1		Brokerage efficiencies				
Start date	2013-14	Care and support packages will be negotiated and brokered to deliver the best value solution based on assessed need - includes <i>Mental Health Placements 2014-15 Ref: ASC54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

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD										
Adult Social Care										
PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME			Likelihood		Risk Impact		Score	
Project 1	2013-14	Project Title:	Reviewed service packages							
Start date	2013-14	Project Details:	Review of care packages with a view to an overall average reduction in line with promoting independence (2014-15 Ref: ASC46).			4		3		12
End date	2014-15									
Project 2	2014-15	Project Title:	Additional reablement funding (PCT)							
Start date	2014-15	Project Details:	Additional one off funding from PCT to support health related social care services (2014-15 Ref: ASC47).			3		2		6
End date	2014-15									
Project 3	2014-15	Project Title:	Access and assessment staffing restructure							
Start date	2014-15	Project Details:	Access and assessment staffing restructure (2014-15 Ref: CH4, CH13; 2015-16 Ref: CH4 - awaiting Cabinet approval, 2016-17 Ref: CH4).			4		2		8
End date	2016-17									
Project 4	2014-15	Project Title:	Transport efficiencies / transport							
Start date	2014-15	Project Details:	Day service staff to become responsible for collecting customers and taking them home (2014-15 Ref: ASC49).			3		2		6
End date	2014-15									
Project 5	2013-14	Project Title:	Direct provisions - staffing restructure							
Start date	2013-14	Project Details:	Direct provisions - staffing restructure (2014-15 Ref: CH7).			3		2		6
End date	2014-15									
Project 6	2015-16	Project Title:	Below inflation uplift to third party suppliers							
Start date	2015-16	Project Details:	Continue the below inflation uplift. This will be a total of 7 years at 0% or below inflation uplift (2014-15 Ref: ASC7, 2015-16 & 2016-17 Ref: CH1).			6		3		18
End date	2016-17									
Project 7	2016-17	Project Title:	Realise benefits of new prevention programme							
Start date	2016-17	Project Details:	Realise benefits of new prevention programme; in terms of reduced demand for statutory services, or alternatively if these benefits have not occurred then to reduce investment in the prevention programme through reduced grants to voluntary organisations (2016-17 Ref: CH5).			4		2		8
End date	2016-17									
Project 8	2015-16	Project Title:	Re-modelling and re-procuring the domiciliary care service							
Start date	2015-16	Project Details:	Re-modelling and re-procuring the domiciliary care service following the end of three year contract starting in 2012 (2015-16 Ref: CH09; 2016-17 & 2017-18 Ref: CH09 awaiting Cabinet approval).			4		2		8
End date	2017-18									
Project 9	2014-15	Project Title:	Remove Day Care Costs from Residential Customers							
Start date	2014-15	Project Details:	Cessation of day care costs from Residential customers (2014-15 Ref: CH12).			4		2		8
End date	2014-15									
Project 10	2014-15	Project Title:	All Saints Respite Extension							
Start date	2014-15	Project Details:	Extend All Saints Respite Service offer to PD customers (2014-15 Ref: CH14).			3		1		3
End date	2014-15									

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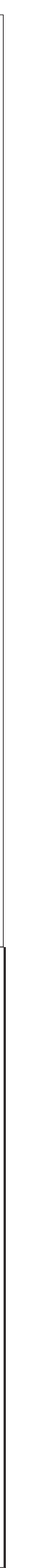
Public Health	Planning Assumptions										The Corporate strategies your service contributes to		
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18							
<p>Cllr Linda Kirby Cabinet Member for Adult Social Care & Health</p> <p>Our vision for the public's health in Merton over the next five years is to stem the increase in the significant inequalities in health outcomes between the East and West of Merton, providing more equal opportunities for all residents of Merton to be healthy.</p> <p>Our vision for the public health team is to make health everyone's business, working with partners in the Council, Merton Clinical Commissioning Group and the voluntary sector to increase understanding of their contribution to and involvement in prevention and in reducing health inequalities, using evidence of best practice.</p> <p>Public Health services comprise:</p> <ul style="list-style-type: none"> Mandatory: sexual health, NHS health checks, National Child Measurement Programme, Support to Clinical Commissioning groups and assurance of health emergency preparedness Universal: Smoking cessation, drugs and alcohol, obesity Other 	Anticipated demand	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	Sexual health	n/a	19,854	20,201	20,554	20,913	21,243	Health & Wellbeing Strategy					
	Drugs & alcohol	n/a	423 Drugs/155 Alcohol	438 Drugs/205 Alcohol	452 Drugs/253 Alcohol	40% of PH staff capacity	40% of PH staff capacity						
	Support to CCG	n/a	40% of PH staff capacity	40% of PH staff capacity	40% of PH staff capacity	40% of PH staff capacity	40% of PH staff capacity						
	NHS Health Checks	n/a	5723	5723	5773	5872	5971						
	National Child Measure Program	n/a	2,445 Reception and Year 6 pupils in 2013; estimate 2,941 by 2017 based on 20.3% increase in population age 5-9 projected to 2017	1580	1580	1660	1742						
	NHS Smoking Cessation	n/a	1066	1119	1175	1234	1295						
	Prevention services	n/a	12 desks	12 desks	12 desks	12 desks	12 desks						
	Accommodation	n/a	8	8	8	8	8						
	Staff (FTE)	n/a	1	1	1	1	1						
	Staff (Trainees)	n/a	n/a	n/a	n/a	n/a	n/a						
	High quality data for JSNA and joint projects	n/a	n/a	n/a	n/a	n/a	n/a						
	Performance indicator	2012/13(A)	2013/14(A)	2014/15(A)	2015/16(A)	2016/17(A)	2017/18(A)	Indicator type					
	Chlamydia diagnosis	n/a	2200	2200	2300	2300	2300	Output					
	Late diagnosis of HIV rate	n/a	46.4%	43.2%	TBC	TBC	TBC	Outcome					
Successful completion of drug treatment - to be confirmed	n/a	n/a	n/a	n/a	n/a	n/a	Outcome						
Signed memo of understanding (MOU) with MCGG 2014-15	n/a	MOU	MOU	MOU	MOU	MOU	Outcome						
% NHS health checks uptake of those offered service	n/a	57.5	58.5	59.5	60%	TBC	Outcome						
% excess weight in children age 4-5 years	n/a	19.67%	TBC	TBC	TBC	TBC	Outcome						
% excess weight in children age 10 - 11 years	n/a	30.77%	TBC	TBC	TBC	TBC	Outcome						
Number of successful 4-week smoking quits	n/a	753	790	830	871	915	Outcome						

2014/15 Expenditure		2014/15 Income	
Employees	2300	Government grants	2300
Premises	43.2%	Reimbursements	2300
Transport	MOU	Customer & client receipts	2300
Supplies & Services	MOU	Recharges	2300
3rd party payments	58.5	Reserves	2300
Transfer payments	19.67%	Capital Funded	2300
Support services	30.77%		
Depreciation	753		



DEPARTMENTAL BUDGET AND RESOURCES										
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2015/16	Budget 2016/17	Budget 2017/18
Expenditure	0	0	0	0	0	0	0	0	0	0
Employees	0	0	0	0	0	0	0	0	0	0
Premises	0	0	0	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0	0	0	0
Supplies & Services	0	0	0	0	0	0	0	0	0	0
3rd party payments	0	0	0	0	0	0	0	0	0	0
Transfer payments	0	0	0	0	0	0	0	0	0	0
Support services	0	0	0	0	0	0	0	0	0	0
Depreciation	0	0	0	0	0	0	0	0	0	0
Revenue £'000s	0	0	0	0	0	0	0	0	0	0
Income	0	0	0	0	0	0	0	0	0	0
Government grants	0	0	0	0	0	0	0	0	0	0
Reimbursements	0	0	0	0	0	0	0	0	0	0
Customer & client receipts	0	0	0	0	0	0	0	0	0	0
Recharges	0	0	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0	0	0	0
Council Funded Net Budget	0	0	0	0	0	0	0	0	0	0

Summary of major budget etc. changes									
2014/15									
£9,236m - an increase of £251k for 2014/15									
Dependent on Government grant, to be confirmed									
2015/16									
Dependent on Government grant, to be confirmed									
2016/17									
Dependent on Government grant, to be confirmed									
2017/18									



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

Public Health

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	Project Title: Integrated sexual health service	Commissioning an integrated tier 2 sexual health service which combines existing provision in Contraceptive and Sexual Health (CaSH) and Genito-Urinary Medicine (GUM) clinics. This service would be commissioned on a Payment by Results basis and allowing for cross-charging of non-Merton residents.		3	3	9
Start date	01/01/2014					
End date	01/04/2015					
Project 2	Project Title: Embedding Chlamydia screening programme	To move from a separately commissioned service to embedding Chlamydia screening into existing primary care services - GPs, Pharmacists, CaSH. These services will then have responsibility for meeting the diagnostic target for Chlamydia which is a PHOF indicator.		3	2	6
Start date	01/01/2014					
End date	01/04/2015					
Project 3	Project Title: Review of local HIV services	Analyse local need in relation to HIV, review existing services which are funded through pan-London and South London partnerships to ensure they are fit for purpose and meet local need, and increase HIV testing in the community.		3	3	9
Start date	01/01/2014					
End date	01/04/2015					
Project 4	Project Title: LiveWell	LiveWell is a programme that supports Merton residents to lead a healthy lifestyle and offers motivation support to achieve personalised goals around stopping smoking, reducing alcohol levels, being more physically active and being a healthy weight. The programme has a network of health champions, linked to voluntary sector groups who promote healthy living and signpost their peers to a range of activities.		2	1	2
Start date	01/04/2014					
End date	31/03/2015					
Project 5	Project Title: Prevention	Public Health work with a range of partners on the prevention agenda, ranging from the direct commissioning of programmes e.g. LiveWell to the influencing of local policy to create an environment that supports healthy choices e.g. alcohol licensing policy. Work from across the council e.g. the contract to manage the boroughs leisure centres, complements the public health led activity and has an important role to play in reducing the stark health inequalities between east and west Merton.		2	1	2
Start date	01/04/2014					
End date	31/03/2015					
Project 6	Project Title: Transition of responsibility for Health Visiting Service to Local Authority	Responsibility for Health Visiting Services are due to transfer from NHS England to LB Merton in April 2015. Project required to manage transition including establishment of Task group; agreeing vision for health Visiting and Early Years; developing Project Plan with key timelines; participation in pan-London transition programme.				0
Start date						
End date						
Project 7	Project Title: National Child Measurement Programme	Children aged reception year and Year 6 are weighed and measured and schools that are identified with larger numbers of children who are overweight or obese are targeted with weight management classes for families.				0
Start date						
End date						
Project 8	Project Title: NHS Health Checks	People aged 40 -74 with no known heart disease are offered an NHS Health Checks every five years to detect early signs of heart disease and risk factors.				0
Start date						
End date						
Project 9	Project Title: Drugs and Alcohol Prevention and Treatment	Select one major outcome				0
Start date						
End date						
Project 10	Project Title: Select one major outcome	Select one major outcome				0
Start date						
End date						

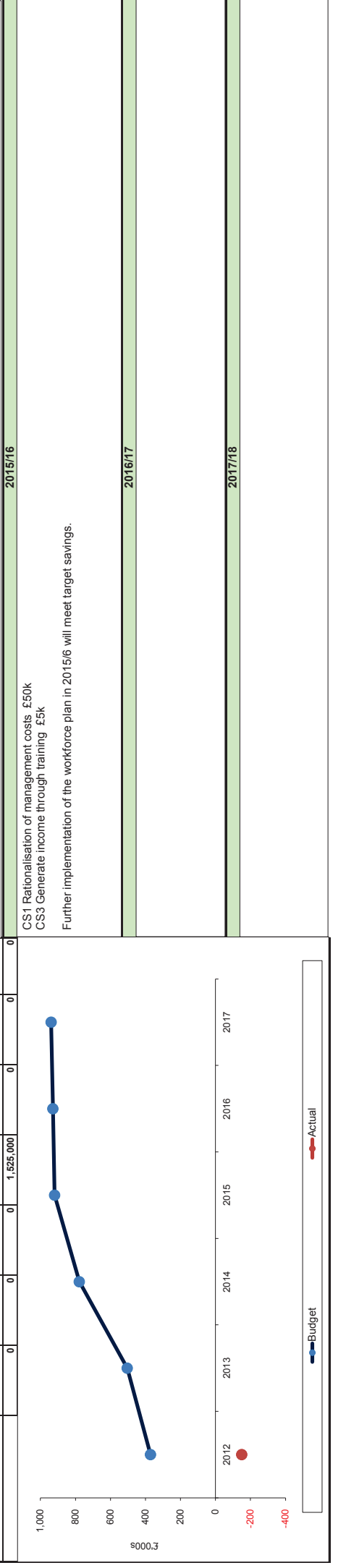
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Overview and Scrutiny

Business Improvement Cllr Mark Allison Cabinet Member for Finance	Planning Assumptions										The Corporate strategies your service contributes to			
	Anticipated demand					Anticipated demand					2016/17	2017/18	2016/17	2017/18
	2012/13	2013/14	2014/15	2015/16	2016/17	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2016/17	2017/18	
Enter a brief description of your main activities and objectives below	4500	4400	3960	3520	3080	3080	3080	3520	3080	3080	3080	3080	3080	
Core service request (days)	2000	2000	1900	1620	1450	1450	1450	1620	1450	1450	1450	1450	1450	
Non Core service requests (days)	2000	2000	1900	1620	1450	1450	1450	1620	1450	1450	1450	1450	1450	
Support for continuous/business improvement (days)	300	600	1000	900	750	750	750	900	750	750	750	750	750	
PVRs	300	300	150	150	100	100	100	150	100	100	100	100	100	
Project/Programmes			15 FTE	12 FTE	12 FTE	12 FTE	12 FTE	15 FTE	12 FTE	12 FTE	12 FTE	12 FTE	12 FTE	
Anticipated non financial resources	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2017/18	
Staff - Programme Office	1.5 FTE	3.5 FTE	3.5 FTE	3.5 FTE	2.0 FTE	2.0 FTE	1.5 FTE	3.5 FTE	3.5 FTE	3.5 FTE	2.0 FTE	2.0 FTE	2.0 FTE	
Staff - Business Improvement	5.5 FTE	4.5 FTE	4.5 FTE	4.5 FTE	3.0 FTE	2.0 FTE	5.5 FTE	4.5 FTE	4.5 FTE	4.5 FTE	3.0 FTE	2.0 FTE	2.0 FTE	
Staff - Systems Improvement	27.5 FTE	29 FTE	28 FTE	23 FTE	23 FTE	23 FTE	27.5 FTE	29 FTE	28 FTE	23 FTE	23 FTE	23 FTE	23 FTE	
Staff - Programmes and Projects (some fixed term)	12.8 FTE	12.8 FTE	15 FTE	12 FTE	12 FTE	12 FTE	12.8 FTE	12.8 FTE	15 FTE	12 FTE	12 FTE	12 FTE	12 FTE	
Performance indicator														
Systems availability	N/A	80%	90%	90%	90%	90%	N/A	80%	90%	90%	90%	90%	90%	
% projects completed on time	N/A	85%	85%	85%	85%	85%	N/A	85%	85%	85%	85%	85%	85%	
Satisfaction with projects / interventions (where measured)	75%	85%	90%	90%	90%	90%	75%	85%	90%	90%	90%	90%	90%	

DEPARTMENTAL BUDGET AND RESOURCES														
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18
Expenditure	2,063	2,512	2,458	2,737	2,882	2,892	2,902							
Employees	1,411	1,789	1,477	1,541	1,491	1,491	1,491							
Premises	3	1	3	3	3	3	3							
Supplies & Services	338	280	639	854	1,049	1,059	1,069							
3rd party payments	301	461	339	339	339	339	339							
Depreciation														
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18							
Income	1,682	2,662	1,954	1,959	1,963	1,963	1,963							
Government grants														
Reimbursements	0	8	79	84	88	88	88							
Customer & client receipts	1,682	2,365	1,875	1,875	1,875	1,875	1,875							
Recharges														
Reserves		289												
Capital Funded														
Council Funded Net Budget	371	-150	504	778	919	929	939							
Capital Budget £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18							
Document management system				740,000										
Customer contact programme				785,000										

Summary of major budget etc changes 2014/15												
Agreed savings:												
CS1 Rationalisation of management costs £50k												
CS3 Generate income through training £5k												
CS4 Expiry of Salary Protection for Head of Programme Office £10k												
The service's workforce plan will be implemented in 2014/15 and deliver all agreed savings.												
2015/16												
CS1 Rationalisation of management costs £50k												
CS3 Generate income through training £5k												
Further implementation of the workforce plan in 2015/16 will meet target savings.												
2016/17												
2017/18												



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

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

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

Corporate Governance

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

Customer Services Select your Cabinet Member & Portfolio Enter a brief description of your main activities and objectives below	Planning Assumptions						The Corporate strategies your service contributes to	
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2016/17	2017/18
Benefit claimants	16,000	16,000	14,000	14,000	14,000	14,000	14,000	14,000
Telephone callers	400,000	500,000	600,000	600,000	600,000	600,000	600,000	600,000
Face to face customers	130,000	115,000	100,000	90,000	90,000	90,000	90,000	90,000
Council tax properties	81,000	82,000	82,500	83,000	83,000	83,000	83,000	83,000
Anticipated non financial resources Staff (FTE)	148.06							
Performance indicator Business Rates collected (excluding parking and miscellaneous debt)	9%	9%	9%	9%	9%	9%	9%	9%
% of Merton Bailiff Service files paid in full (including parking and miscellaneous debt)	58%	58%	58%	58%	58%	58%	58%	58%
HB - COC & new claims processing days	16	16	10	10	10	10	10	10
HB overpayments with no recovery action	16%	15.5%	22%	20%	19.00%	18.00%	18.00%	18.00%
First contact resolution								
Income from events (marriages, civil partnerships etc) New	83%	83%	84%	84%	84%	84%	84%	84%
Successful website visits								
Performance indicator Business Rates collected (excluding parking and miscellaneous debt)	9%	9%	9%	9%	9%	9%	9%	9%
% of Merton Bailiff Service files paid in full (including parking and miscellaneous debt)	58%	58%	58%	58%	58%	58%	58%	58%
HB - COC & new claims processing days	16	16	10	10	10	10	10	10
HB overpayments with no recovery action	16%	15.5%	22%	20%	19.00%	18.00%	18.00%	18.00%
First contact resolution								
Income from events (marriages, civil partnerships etc) New	83%	83%	84%	84%	84%	84%	84%	84%
Successful website visits								

DEPARTMENTAL BUDGET AND RESOURCES												
	Budget 2012/13	Actual 2012/13	Budget 2013/14	Actual 2013/14	Budget 2014/15	Actual 2014/15	Budget 2015/16	Actual 2015/16	Budget 2016/17	Actual 2016/17	Budget 2017/18	Actual 2017/18
Revenue £'000s	11,535	11,684	12,456	12,456	9,749	9,739	9,646	9,673				
Expenditure	5,229	5,690	5,749	5,002	4,861	4,861	4,861	4,861				
Employees	63	64	39	20	21	21	21	21				
Premises	71	76	91	63	64	65	65	65				
Transport	3,416	2,928	3,346	1,447	1,459	1,470	1,491	1,491				
Supplies & Services	111	280	475	461	467	473	479	479				
3rd party payments	2,642	2,653	2,753	2,753	2,753	2,753	2,753	2,753				
Support services	3	3	3	3	3	3	3	3				
Depreciation												
Revenue £'000s	10,755	10,382	11,216	7,177	7,109	6,918	6,945	6,945				
Income	1,030	1,795	1,826	1,543	1,448	1,231	1,231	1,231				
Government grants	1,030	1,795	1,826	1,543	1,448	1,231	1,231	1,231				
Reimbursements												
Customer & client receipts	5,003	5,213	6,185	2,182	2,311	2,337	2,362	2,362				
Recharges	2,013	2,194	2,275	2,520	2,520	2,520	2,520	2,520				
Reserves												
Capital funded	780	1,313	1,240	2,572	2,630	2,728	2,728	2,728				
Council Funded Net Budget												
Capital Budget £'000s												
Actual 2012/13												
Budget 2013/14												
Budget 2014/15												
Budget 2015/16												
Budget 2016/17												
Budget 2017/18												
Actual 2017/18												

2014/15 Expenditure		2014/15 Income	
Employees	21	Government grants	1,231
Premises	65	Reimbursements	1,231
Transport	1,491	Customer & client receipts	2,362
Supplies & Services	479	Recharges	2,520
3rd party payments	2,753	Reserves	
Support services	3	Capital Funded	2,728
Depreciation			

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

At this stage the DWP have not committed funding for the Local Welfare Support scheme so there may be a reduction or removal of the funding. Currently they fund the scheme and the administration costs of the scheme. The DWP will review funding for 15/16 for Housing Benefit administration based on the progress in roll out of Universal Credit. It is likely that our administration grant will be reduced. Continued impact of the Customer Service Review will save £30k annually. Ongoing savings through reduction of cash collection following implementation of telephone parking £10k. There may be funding from the DWP for the new Local Support Services framework for supporting Universal Credit

Deferred budgetary savings from 14/15 include a deletion of manager position within Customer Services and a reduction within the debt recovery/bailiff function resulting in £81k of savings. Continued impact of the Customer Service Review will save £30k annually. Ongoing savings through reduction of cash collection following implementation of telephone parking £10k. The roll out of Universal Credit will impact on the level of administration grant.

Summary of major budget etc changes 2014/15

2015/16

2016/17

2017/18

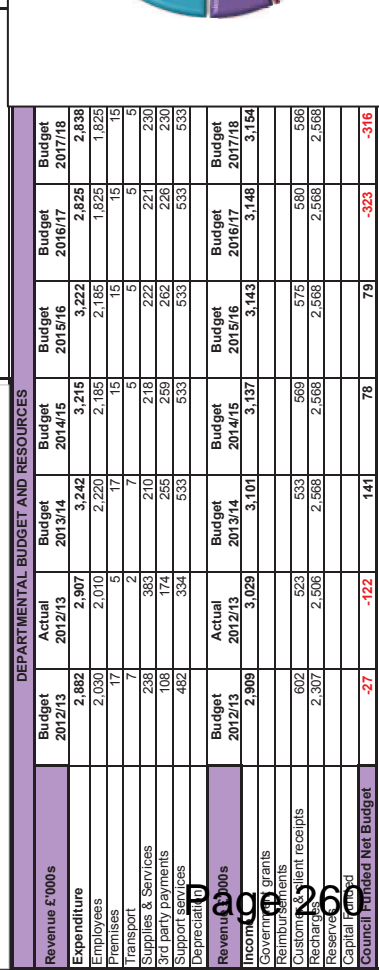
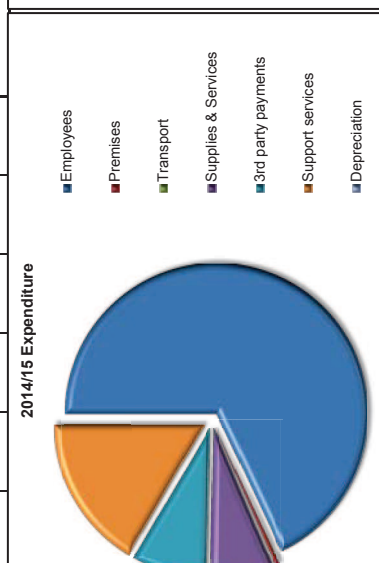
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Customer Services

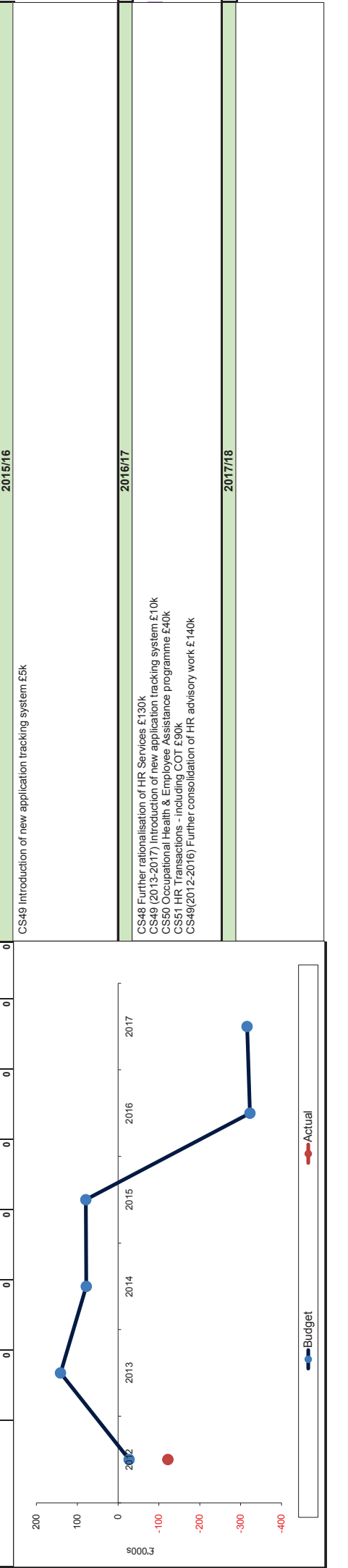
PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	Project Title: Customer Service review	More efficient way of working				
Start date	01/04/2013			3	2	6
End date	31/03/2015	As part of the implementation of the customer contact electronic solution processes and resourcing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

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

DEPARTMENTAL BUDGET AND RESOURCES											
	Budget 2012/13	Actual 2012/13	Budget 2013/14	Actual 2013/14	Budget 2014/15	Actual 2014/15	Budget 2015/16	Actual 2015/16	Budget 2016/17	Actual 2016/17	Budget 2017/18
Revenue £'000s	2,882	2,907	3,242	3,215	3,222	2,825	2,838				
Expenditure	2,030	2,010	2,220	2,185	2,185	1,825	1,825				
Employees	17	5	17	15	15	15	15				
Premises	7	2	7	5	5	5	5				
Transport	238	383	210	218	222	221	230				
Supplies & Services	108	174	255	259	262	226	230				
3rd party payments	482	334	533	533	533	533	533				
Support services											
Depreciation											
Revenue	2,909	3,029	3,101	3,137	3,143	3,148	3,154				
Income	602	523	533	569	575	580	586				
Government grants	2,307	2,506	2,568	2,568	2,568	2,568	2,568				
Customer & client receipts											
Reimbursements											
Reserves											
Capital funded											
Council Funded Net Budget	-27	-122	141	78	79	-323	-316				
Capital Budget £'000s											



Summary of major budget etc changes 2014/15	
CS46	Co-locate all recruitment jobs £60k
CS47	CRB income generation via sales to PVI £30k
CS49	Introduction of new application tracking system £5k
CS48	Further rationalisation of HR Services £130k
CS49 (2013-2017)	Introduction of new application tracking system £10k
CS50	Occupational Health & Employee Assistance programme £40k
CS51	HR Transactions - including COT £90k
CS49(2012-2016)	Further consolidation of HR advisory work £140k



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

Human Resources

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

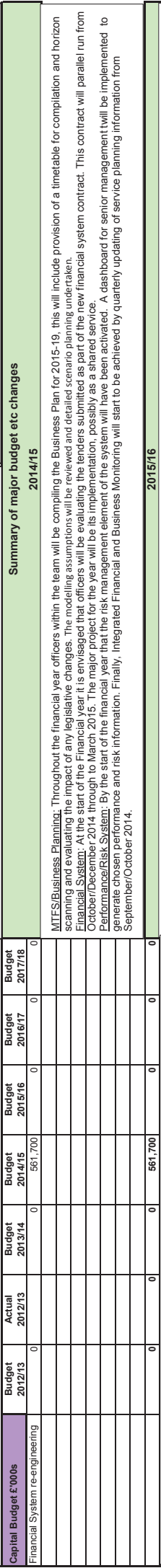
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Infrastructure and Transactions

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

Resources	Planning Assumptions				The Corporate strategies your service contributes to			
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
<p>Cllr Mark Allison Cabinet Member for Finance</p> <p>Enter a brief description of your main activities and objectives below</p> <p>Resources is made up of four major areas of activity: Accountancy - manage financial health of the council through advice & support to officers and Members; production of council's financial accounts, revenue & budget setting, profiling, reporting & monitoring; councils day to day cash flow, insurance services, treasury management & pensions. Over the next four years we will transform by improving use of technology reviewing the contracts register. Business - new information is shared in financial systems. Systems - new information is shared in financial systems. Systems Liaison & Development - Business & Service Planning, Performance Management (PM) & Risk Management, developing key business metrics to help services transform & facilitate multi-year planning, target resources, manage risk & integrate financial, business & performance information. Over the next four years we will improve robustness of our systems & projections, challenge services to improve their performance management to facilitate transformation, data integration & risk management. Commercial & procurement - The purpose of the Commercial Services and Procurement team is to be a strategic centre of excellence for procurement and contract management, guidance, training and advice including ownership of the Council's Procurement Strategy, involvement in key tender processes, identification of savings opportunities and commercial benefits, compliance with EU and UK procurement legislation, benchmarking and best practice and membership of the contracts register. Policy Development - The purpose of the 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.</p>	150	147	147	147	147	147	147	147
	Anticipated demand	21	23	23	23	23	23	23
Revenue Budget Managers	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports
Capital Budget Managers	2 Reports	2 Reports	2 Reports	2 Reports	2 Reports	2 Reports	2 Reports	2 Reports
Budget, Service, Performance & Risk Monitoring	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports
Budget, Service, Performance & Risk Closing	2 Reports	2 Reports	2 Reports	2 Reports	2 Reports	2 Reports	2 Reports	2 Reports
Budget, Service, Performance & Risk Monitoring	2 Reports	2 Reports	2 Reports	2 Reports	2 Reports	2 Reports	2 Reports	2 Reports
Anticipated non financial resources	67.2	67.2	67.2	67.2	67.2	67.2	67.2	67.2
Staff (FTE)								
Staff (Trainees)								

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

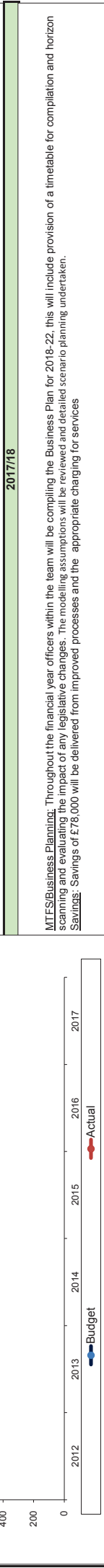


Summary of major budget etc changes 2014/15

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

2015/16

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



2016/17

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

2017/18

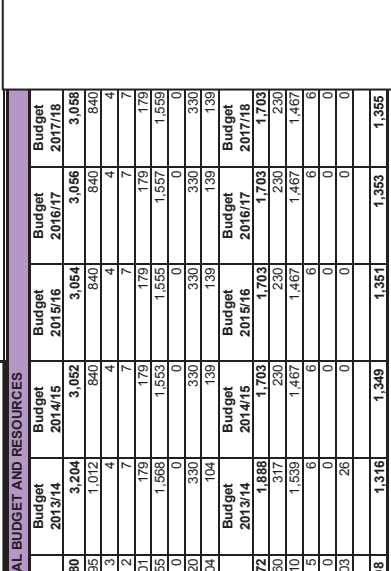
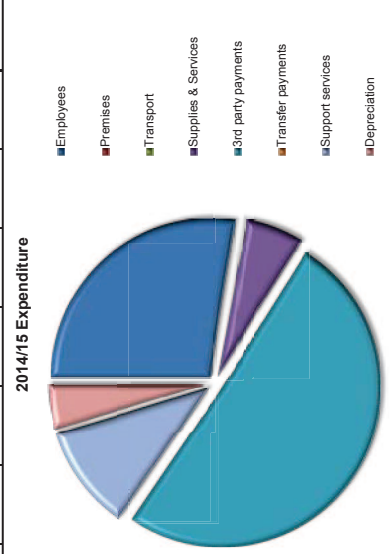
MTFE/Business Planning: Throughout the financial year officers within the team will be compiling the Business Plan for 2018-22, this will include provision of a timetable for compilation and horizon scanning and evaluating the impact of any legislative changes. The modelling assumptions will be reviewed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

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

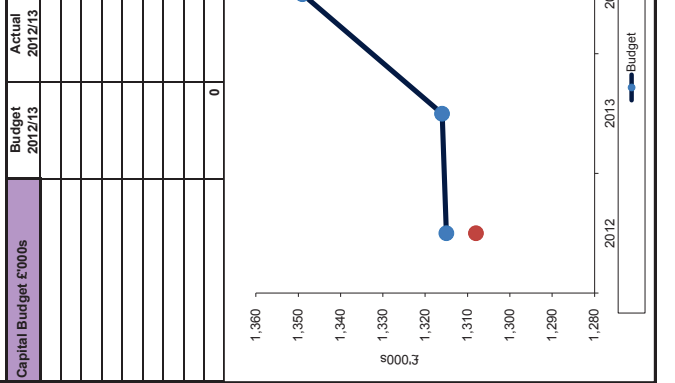
PROJECT DESCRIPTION		Resources		MAJOR EXPECTED OUTCOME		Risk Impact		Score
Project	Project Title:	Project Title:	Project Title:	Project Title:	Project Title:	Likelihood	Impact	Score
Project 1	01/04/2013	01/04/2013	31/03/2018	<p>Evaluation of future funding levels</p> <p>Analysis of all relevant information 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.</p>	To meet legislative requirements	2	2	4
Project 2	01/08/2013	01/08/2013	30/09/2015	<p>Financial systems re-engineering programme</p> <p>Procurement of a single integrated financial system to replace the suite of products that are current used to provide GL, AP, P2P & AR functions. This will involve a new chart of accounts and new ways of working, driving efficiencies throughout the organisation. The potential for joint working with neighbour boroughs is currently being investigated. Initial estimate of Go Live date 1 April 2015 - project length allows for post implementation review</p>	More efficient way of working	3	3	9
Project 3	01/09/2014	01/09/2014	31/03/2016	<p>Develop and implement whole life costing for capital projects</p> <p>This project will be undertaken in four stages 1) Develop a template to capture appropriate information 2) Pilot the template on two selected schemes 3) Amend the template 4) Apply the template to selected schemes</p>	More efficient way of working	3	2	6
Project 4	01/18/14	01/18/14	31/10/2014	<p>Improve joint finance and business planning</p> <p>The project requires the quarterly update of service plans scheduled to start with September 2014 information following the implementation of the new performance and risk management system</p>	More efficient way of working	2	2	4
Project 5	01/07/2014	01/07/2014	31/03/2016	<p>Evaluation of different models of funding the capital programme</p> <p>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.</p>	Required to deliver options for the MTFS	2	2	4
Project 6	01/04/2014	01/04/2014	31/03/2015	<p>Fully implement the new performance/risk management IT system</p> <p>Implementation of a cloud based system for the management and governance of performance and risk information known as Covalent. The earlier phases of the project are now complete, this financial year the three final phases will be completed: 1) The transfer of risk registers will be completed by the end of May 2014 2) The roll out of the system for use in monitoring local performance indicators 3) The provision of screen icons to senior management for performance and risk information.</p>	More efficient way of working	2	2	4
Project 7	01/04/2014	01/04/2014	31/03/2015	<p>Capital Review</p> <p>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.</p>	More efficient way of working	2	2	4
Project 8	01/04/2014	01/04/2014	31/03/2015	<p>Recharge Review</p> <p>Annual reviews of recharges have been undertaken. These have tended to be tactical. In 2014/15 a full scale strategic review will be undertaken. The project will need to dovetail with work undertaken to develop and implement the new financial system.</p>	More efficient way of working	3	2	6
Project 9				<p>Select one major outcome</p>	Select one major outcome			0
Project 10				<p>Select one major outcome</p>	Select one major outcome			0

Safer Merton Cllr Edith-Joan Macauley Cabinet Member for Engagement & Equality	Planning Assumptions										The Corporate strategies your service contributes to	
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Enter a brief description of your main activities and objectives below											Adult Treatment Plan	
Safer Merton is a partnership of the statutory, voluntary and business sector partners who work together to combat crime & disorder and increase safety & the perceptions of safety, within the borough. The team consists of Voluntary Sector and Police and Health funded staff. The delivery of Crime and Disorder reduction is achieved through a range of interventions such as											Anti Social Behaviour	216,806
• Tackling anti social behaviour and domestic violence											Central Government	141
• Managing Neighbourhood Watch											Children & Young persons Plan	275
• The provision of school officers, CCTV and offender work											Community Plan	2016/17
Other support and commissioned services are part of the teams remit as well as ensuring that the council is compliant with legislation, and delivered by Police officers, joint health staff, voluntary sector and community.											Crime & Disorder (partnership plan)	24
The Statutory duty of the council consists of:											E. Merton & Mitcham Neighbourhood Renewal	
• A duty to establish a crime and disorder partnership												
• Complete an annual strategic assessment and agree a plan with partners in response												
• Respond to and deal with crime and disorder through evidence based analytical work												
• Delivering Anti-Social Behaviour actions and interventions												
• Specific duties around Domestic Violence.												

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



DEPARTMENTAL BUDGET AND RESOURCES									
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Expenditure	3,203	3,080	3,204	3,052	3,054	3,056	3,058		
Employees	1,101	895	1,012	840	840	840	840		
Premises	5	4	4	4	4	4	4		
Transport	2	2	2	2	2	2	2		
Supplies & Services	161	201	179	179	179	179	179		
3rd party payments	1,467	1,455	1,568	1,553	1,557	1,557	1,559		
Transfer payments	0	0	0	0	0	0	0		
Support services	358	420	330	330	330	330	330		
Depreciation	104	104	104	139	139	139	139		
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18		
Income	1,888	1,772	1,888	1,703	1,703	1,703	1,703		
Government grants	322	260	317	230	230	230	230		
Reimbursements	1,464	1,610	1,539	1,467	1,467	1,467	1,467		
Customer & client receipts	76	5	6	6	6	6	6		
Recharges	0	0	0	0	0	0	0		
Reserve	26	-103	26	0	0	0	0		
Capital Funded									
Council Funded Net Budget	1,315	1,308	1,316	1,349	1,351	1,352	1,355		
Capital Budget £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18		
	0	0	25,000	145,000	145,000	0	0		



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

Safer Merton

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

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

Legal Services

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

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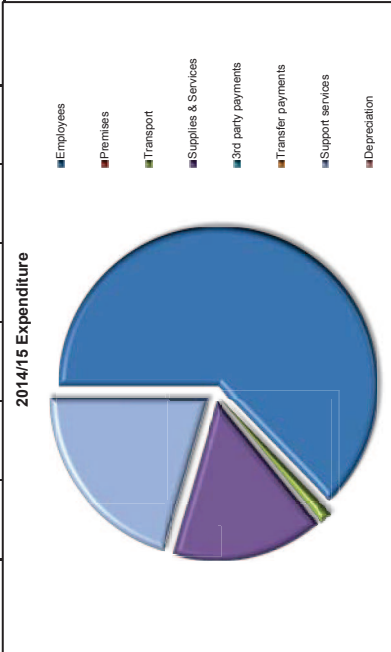
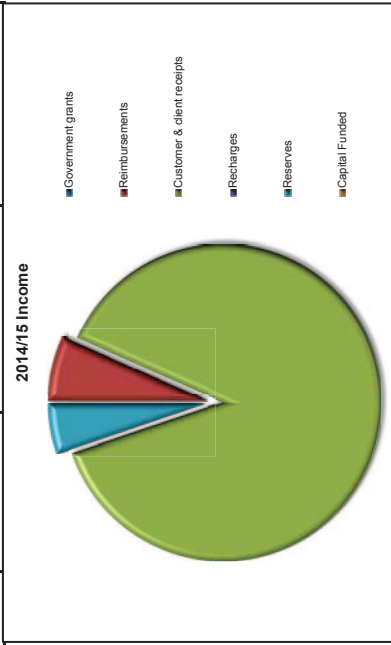
Sustainable Communities

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

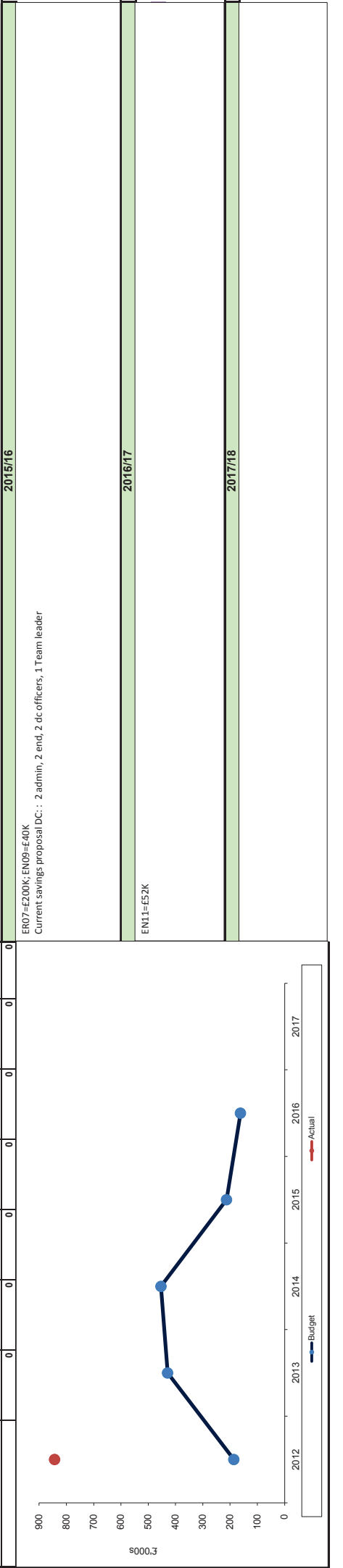
Commercial Services (Waste Operations)

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

Development and Building Control	Anticipated demand						Planning Assumptions						The Corporate strategies your service contributes to																																																																																																																																																																																					
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18																																																																																																																																																																																
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration	Enter a brief description of your main activities and objectives below																																																																																																																																																																																																	
Building Control	Building regulations regulate the built environment to add to the sustainability initiative, and safety at sports grounds, ensure that they are safe for occupation by spectators. Dangerous Structures service is provided to protect the residents.																																																																																																																																																																																																	
Development Control	Assess and determine planning applications against the adopted policies for the built environment contained within the council's Core Strategy. Implement the Mayor, Community Infrastructure Levy (CIL) charging regime.																																																																																																																																																																																																	
Objectives	<ul style="list-style-type: none"> - continue to concentrate on the commercialisation of the Building Control (BC) service and maintain or improve the market share - review the pre-application charging regime for Development Control (DC) and to investigate whether additional income generation is possible. 																																																																																																																																																																																																	
Performance indicator	<table border="1"> <thead> <tr> <th colspan="2">Performance targets (indicate if % target)</th> <th colspan="2">2012/13</th> <th colspan="2">2013/14</th> <th colspan="2">2014/15</th> <th colspan="2">2015/16</th> <th colspan="2">2016/17</th> <th colspan="2">2017/18</th> </tr> <tr> <th>2012/13(A)</th> <th>2013/14(A)</th> <th>2014/15(A)</th> <th>2015/16(E)</th> <th>2016/17(E)</th> <th>2017/18(E)</th> <th>2012/13</th> <th>2013/14</th> <th>2014/15</th> <th>2015/16</th> <th>2016/17</th> <th>2017/18</th> <th>2012/13</th> <th>2013/14</th> <th>2014/15</th> <th>2015/16</th> <th>2016/17</th> <th>2017/18</th> </tr> </thead> <tbody> <tr> <td>60</td> <td>60</td> <td>45</td> <td>35</td> <td>30</td> <td>30</td> <td>60</td> <td>60</td> <td>45</td> <td>35</td> <td>30</td> <td>30</td> <td>60</td> <td>60</td> <td>45</td> <td>35</td> <td>30</td> <td>30</td> </tr> <tr> <td>65</td> <td>65</td> <td>50</td> <td>40</td> <td>35</td> <td>35</td> <td>65</td> <td>65</td> <td>50</td> <td>40</td> <td>35</td> <td>35</td> <td>65</td> <td>65</td> <td>50</td> <td>40</td> <td>35</td> <td>35</td> </tr> <tr> <td>80</td> <td>80</td> <td>75</td> <td>60</td> <td>55</td> <td>55</td> <td>80</td> <td>80</td> <td>75</td> <td>60</td> <td>55</td> <td>55</td> <td>80</td> <td>80</td> <td>75</td> <td>60</td> <td>55</td> <td>55</td> </tr> <tr> <td>35</td> <td>35</td> <td>40</td> <td>50</td> <td>55</td> <td>55</td> <td>35</td> <td>35</td> <td>40</td> <td>50</td> <td>55</td> <td>55</td> <td>35</td> <td>35</td> <td>40</td> <td>50</td> <td>55</td> <td>55</td> </tr> <tr> <td>£1.97m</td> <td>£1.97m</td> <td>£1.97m</td> <td>£1.97m</td> <td>£1.97m</td> <td>£1.97m</td> <td>£1.97m</td> <td>£1.97m</td> <td>£1.97m</td> <td>£1.97m</td> <td>£1.97m</td> <td>£1.97m</td> <td>£1.97m</td> <td>£1.97m</td> <td>£1.97m</td> <td>£1.97m</td> <td>£1.97m</td> <td>£1.97m</td> </tr> <tr> <td>85</td> <td>80</td> <td>75</td> <td>75</td> <td>75</td> <td>75</td> <td>85</td> <td>80</td> <td>75</td> <td>75</td> <td>75</td> <td>75</td> <td>85</td> <td>80</td> <td>75</td> <td>75</td> <td>75</td> <td>75</td> </tr> <tr> <td>80</td> <td>80</td> <td>75</td> <td>45</td> <td>45</td> <td>45</td> <td>80</td> <td>80</td> <td>75</td> <td>45</td> <td>45</td> <td>45</td> <td>80</td> <td>80</td> <td>75</td> <td>45</td> <td>45</td> <td>45</td> </tr> <tr> <td>600</td> <td>600</td> <td>550</td> <td>300</td> <td>300</td> <td>300</td> <td>600</td> <td>600</td> <td>550</td> <td>300</td> <td>300</td> <td>300</td> <td>600</td> <td>600</td> <td>550</td> <td>300</td> <td>300</td> <td>300</td> </tr> </tbody> </table>																		Performance targets (indicate if % target)		2012/13		2013/14		2014/15		2015/16		2016/17		2017/18		2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	2017/18(E)	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	60	60	45	35	30	30	60	60	45	35	30	30	60	60	45	35	30	30	65	65	50	40	35	35	65	65	50	40	35	35	65	65	50	40	35	35	80	80	75	60	55	55	80	80	75	60	55	55	80	80	75	60	55	55	35	35	40	50	55	55	35	35	40	50	55	55	35	35	40	50	55	55	£1.97m	£1.97m	£1.97m	£1.97m	£1.97m	£1.97m	£1.97m	£1.97m	£1.97m	£1.97m	£1.97m	£1.97m	£1.97m	£1.97m	£1.97m	£1.97m	£1.97m	£1.97m	85	80	75	75	75	75	85	80	75	75	75	75	85	80	75	75	75	75	80	80	75	45	45	45	80	80	75	45	45	45	80	80	75	45	45	45	600	600	550	300	300	300	600	600	550	300	300	300	600	600	550	300	300	300
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Main impact if indicator not met	<table border="1"> <thead> <tr> <th>Indicator type</th> <th>Reporting cycle</th> <th>Polarity</th> <th>Indicator type</th> <th>Reporting cycle</th> <th>Polarity</th> </tr> </thead> <tbody> <tr> <td>Quality</td> <td>Monthly</td> <td>High</td> <td>Quality</td> <td>Monthly</td> <td>High</td> </tr> <tr> <td>Quality</td> <td>Monthly</td> <td>High</td> <td>Quality</td> <td>Monthly</td> <td>High</td> </tr> <tr> <td>Quality</td> <td>Monthly</td> <td>High</td> <td>Quality</td> <td>Monthly</td> <td>High</td> </tr> <tr> <td>Perception</td> <td>Quarterly</td> <td>Low</td> <td>Perception</td> <td>Quarterly</td> <td>Low</td> </tr> <tr> <td>Business critical</td> <td>Monthly</td> <td>High</td> <td>Business critical</td> <td>Monthly</td> <td>High</td> </tr> <tr> <td>Loss of income</td> <td>Monthly</td> <td>High</td> <td>Loss of income</td> <td>Monthly</td> <td>High</td> </tr> <tr> <td>Quality</td> <td>Quarterly</td> <td>High</td> <td>Quality</td> <td>Quarterly</td> <td>High</td> </tr> <tr> <td>Quality</td> <td>Quarterly</td> <td>High</td> <td>Quality</td> <td>Quarterly</td> <td>High</td> </tr> </tbody> </table>																		Indicator type	Reporting cycle	Polarity	Indicator type	Reporting cycle	Polarity	Quality	Monthly	High	Quality	Monthly	High	Quality	Monthly	High	Quality	Monthly	High	Quality	Monthly	High	Quality	Monthly	High	Perception	Quarterly	Low	Perception	Quarterly	Low	Business critical	Monthly	High	Business critical	Monthly	High	Loss of income	Monthly	High	Loss of income	Monthly	High	Quality	Quarterly	High	Quality	Quarterly	High	Quality	Quarterly	High	Quality	Quarterly	High																																																																																																																										
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DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18
Expenditure	2,330	2,436	2,483	2,512	2,472	2,421	2,421
Employees	1,564	1,573	1,522	1,576	1,536	1,485	1,485
Premises	2	2	2	2	2	2	2
Transport	32	32	32	32	32	32	32
Supplies & Services	248	302	306	386	386	386	386
3rd party payments	0	0	0	0	0	0	0
Transfer payments	2	2	2	2	2	2	2
Support services	486	536	514	514	514	514	514
Depreciation	0	0	0	0	0	0	0
Revenue £'000s	2,144	1,593	2,054	2,059	2,259	2,259	2,259
Government grants	106	67	134	135	135	135	135
Reimbursements	1,935	1,404	1,816	1,819	2,019	2,019	2,019
Customer & client receipts	0	0	0	0	0	0	0
Recharges	0	0	0	0	0	0	0
Reserves	0	122	104	105	105	105	105
Capital Funded	0	0	0	0	0	0	0
Council Funded Net Budget	186	843	429	453	213	162	162



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

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

EN11=E52K

Summary of major budget etc. changes
2014/15

2015/16

2016/17

2017/18

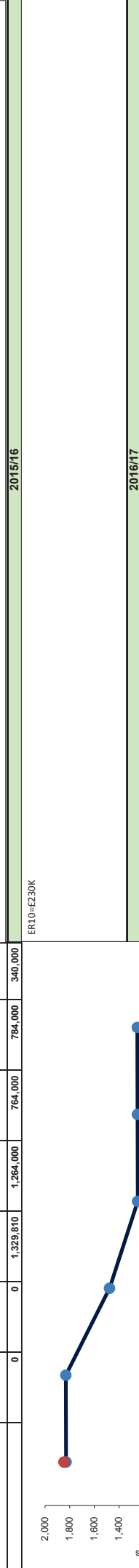
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Development and Building Control

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

Environmental Health, Trading Standards & Licensing Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration	Anticipated demand					Planning Assumptions					The Corporate strategies your service contributes to							
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Total number of food premises	1525	1550	1535	1540	1545	1550	1535	1550	1535	1540	1545	1550	Air Quality Action Plan					
Total number of service requests	7500	7750	8000	8250	8500	8750	8000	8000	8000	8000	8000	8000	Central Government					
License/permit applications	1850	1860	1870	1880	1890	1900	1870	1870	1880	1890	1900	1870	Climate Change Strategy					
Anticipated non financial resources													Commercial & Trading Standards Delivery					
Staff (FTE)	35	27	20	20	20	20	20	20	20	20	20	20	Crime & Disorder (partnership plan)					

Performance indicator	Performance targets (indicate if % target)					Reporting cycle	Polarity	Indicator type	Main impact if indicator not met
	2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)				
% service requests replied in 5 working days	95	90	85	85	85	Monthly	High	Perception	Reduced customer service
Income generation by EHTSL	£325,000	£345,000	£345,000	£345,000	£350,000	Monthly	High	Outcome	Loss of income
% of inspection category A,B & C food premises	100	95	90	90	90	Annual	High	Business critical	Government intervention
No. of underage sales test purchases	240	220	200	200	200	Quarterly	High	Business critical	Anti social behaviour
% Data capture from air pollution monitoring sites	90	90	90	90	90	Quarterly	High	Business critical	Reduced enforcement
No. of enforcement/improvement notices	200	120	120	120	120	Quarterly	High	Quality	Loss of Government grant
% licensing apps processed within 21 days.	100	95	90	90	90	Quarterly	High	Business critical	Reputational risk
% of food premises rated 2* or above	95	90	90	90	90	Quarterly	High	Outcome	Reputational risk



DEPARTMENTAL BUDGET AND RESOURCES		Budget 2015/16		Budget 2016/17		Budget 2017/18	
Revenue £'000s	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2017/18
Capital Budget £'000s							
Actual 2012/13	1,329,810	1,264,000	764,000	764,000	764,000	340,000	340,000
Budget 2012/13	0	0	1,329,810	1,264,000	764,000	784,000	340,000
Budget 2013/14	0	0	1,329,810	1,264,000	764,000	784,000	340,000
Budget 2014/15	0	0	1,329,810	1,264,000	764,000	784,000	340,000
Budget 2015/16	0	0	1,329,810	1,264,000	764,000	784,000	340,000
Budget 2016/17	0	0	1,329,810	1,264,000	764,000	784,000	340,000
Budget 2017/18	0	0	1,329,810	1,264,000	764,000	784,000	340,000



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

Environmental Health, Trading Standards & Licensing

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

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

Future Merton

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

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

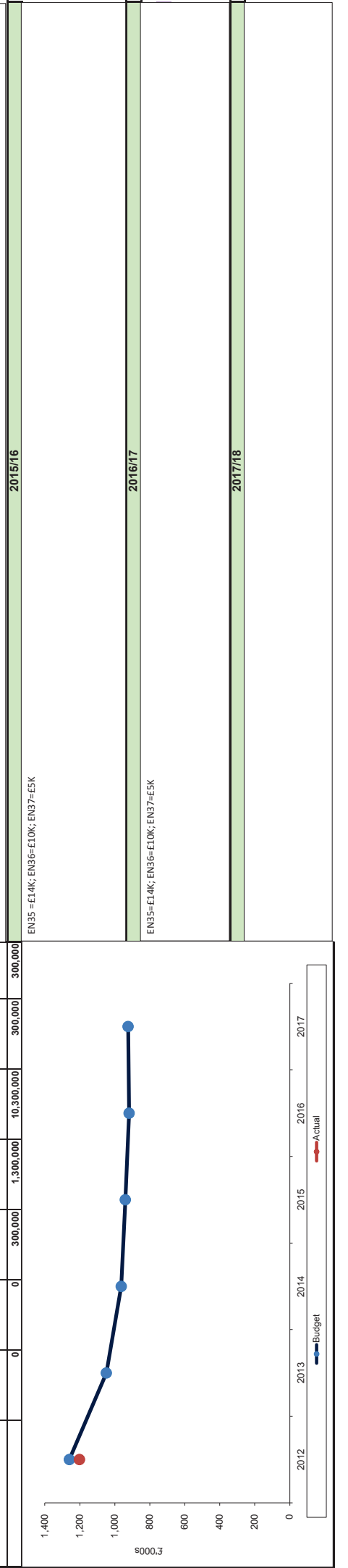
Housing Needs and Enabling Services

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

Leisure & Cultural Development	Planning Assumptions				The Corporate strategies your service contributes to			
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Cllr Nick Draper Cabinet Member for Community & Culture	203,247	206,038	208,822	211,569	214,229	216,806	219,383	221,960
Anticipated demand	Population	Population	Population	Population	Population	Population	Population	Population
Anticipated non financial resources	17.77	15.3	15.3	15.3	15.3	15.3	15.3	15.3
Performance indicator	7	7	7	7	7	7	7	7
Performance targets (indicate if % target)	2012/13(A)	2013/14(A)	2014/15(A)	2015/16(A)	2016/17(A)	2017/18(A)	2018/19(A)	2019/20(A)
Income generated £ - Merton Active Plus	52,000	40,000	46,000	61,000	66,000	67,650	69,300	70,950
Income £ from Watersports Centre	358,960	375,660	392,460	402,460	412,460	422,460	432,460	442,460
Income £ from Morden Assembly Hall	17,230	20,230	24,230	26,550	28,870	31,190	33,510	35,830
14-25 yr old Fitness Centre Participation at leisure centres	56,350	57,480	90,000	95,000	100,000	100,000	100,000	100,000
External funding £ - Capital & Revenue	250,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
% of residents rating Leisure & sports facilities Good to Excellent	48.0	48.5	49.0	49.5	50.0	50.5	51.0	51.5

DEPARTMENTAL BUDGET AND RESOURCES											
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	2014/15 Expenditure	2014/15 Income
Expenditure	2,899	2,297	2,025	1,995	2,001	2,008	2,014	2,020	2,026	67,650	69,300
Employees	837	827	690	685	687	690	692	694	696	67,650	69,300
Premises	12	46	27	22	22	22	22	22	22	0	0
Transport	11	8	8	8	8	8	8	8	8	0	0
Supplies & Services	908	388	343	288	288	288	288	288	288	28,870	31,190
3rd party payments	194	248	244	286	290	294	298	302	306	100,000	100,000
Transfer Payments	8	2	10	5	5	5	5	5	5	0	0
Support services	450	344	268	268	268	268	268	268	268	100,000	100,000
Depreciation	479	430	430	433	433	433	433	433	433	0	0
Revenue £'000s	1,640	1,095	977	1,032	1,061	1,090	1,090	1,090	1,090	250,000	250,000
Government grants	11	7	7	7	7	7	7	7	7	0	0
Reimbursements	560	312	43	36	41	46	46	46	46	0	0
Customer & client receipts	448	454	500	569	593	617	617	617	617	0	0
Recharges	621	329	427	427	427	427	427	427	427	0	0
Reserves	0	0	0	0	0	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0	0	0	0	0
Council Funded Net Budget	1,259	1,202	1,048	963	940	918	924	930	936	0	0
Capital Budget £'000s	0	0	0	0	0	0	0	0	0	0	0

Summary of major budget etc changes 2014/15											
2014/15	2015/16	2016/17	2017/18	2018/19	2019/20						
EN35 = £14K; EN36 = £10K; EN37 = £5K	EN35 = £14K; EN36 = £10K; EN37 = £5K	EN35 = £14K; EN36 = £10K; EN37 = £5K	EN35 = £14K; EN36 = £10K; EN37 = £5K	EN35 = £14K; EN36 = £10K; EN37 = £5K	EN35 = £14K; EN36 = £10K; EN37 = £5K						
EN04 = £29K; EN05 = £15K; EN33 = £33K; EN35 = £11K; EN36 = £15K; EN38 = £4K;	EN04 = £29K; EN05 = £15K; EN33 = £33K; EN35 = £11K; EN36 = £15K; EN38 = £4K;	EN04 = £29K; EN05 = £15K; EN33 = £33K; EN35 = £11K; EN36 = £15K; EN38 = £4K;	EN04 = £29K; EN05 = £15K; EN33 = £33K; EN35 = £11K; EN36 = £15K; EN38 = £4K;	EN04 = £29K; EN05 = £15K; EN33 = £33K; EN35 = £11K; EN36 = £15K; EN38 = £4K;	EN04 = £29K; EN05 = £15K; EN33 = £33K; EN35 = £11K; EN36 = £15K; EN38 = £4K;						



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

Leisure & Cultural Development

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

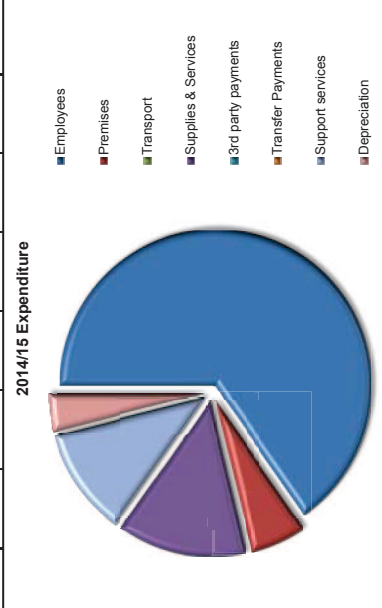
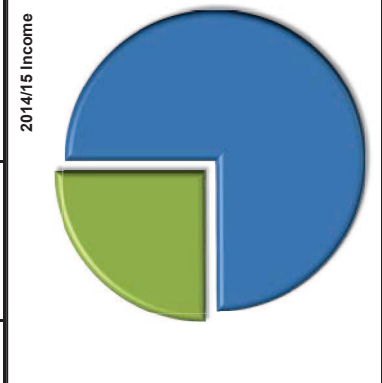
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Libraries

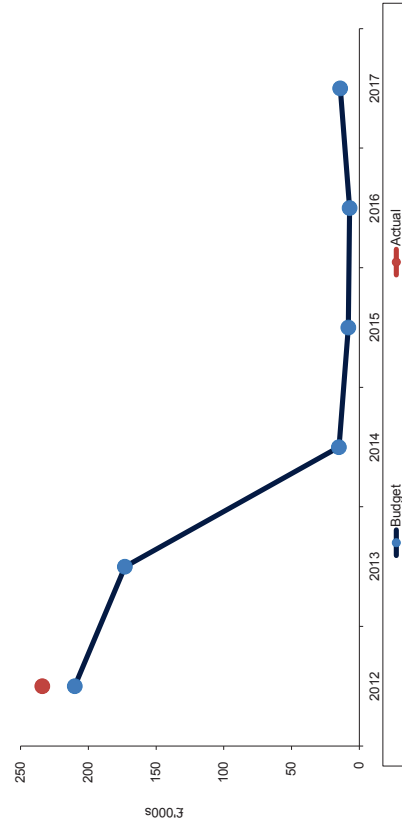
PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	E-communications Strategy Continue to channel shift communication through digital methods: 1. Channel shift more customers towards receiving e-mail and SMS notifications; 2. Issue a quarterly customer e-newsletter; 3. Develop a library application for mobile phones; 4. Continue to develop library website.	Project Title: Project Details	More efficient way of working	2	2	4
Start date 2013-14 End date 2015-16						
Project 2	Heritage Project Monitor the Heritage Strategy and deliver expected outcomes. Complete Heritage Lottery Funded digitation project 'Merton Memories' and launch new heritage website. Increase income from heritage services by providing online sales facilities.	Project Title: Project Details	Improved customer satisfaction	2	2	4
Start date 2013-14 End date 2015-16						
Project 3	Stock efficiency program Continue to deliver efficiencies in the way that stock is managed. Deliver media fund savings for 2014/15 and 2015/16. Maximise usage of e-resources.	Project Title: Project Details	Select one major outcome	2	1	2
Start date 2013-14 End date 2015-16						
Project 4	Children & Young People's projects Complete the rollout of the universal library membership scheme for all school children and students in Merton. Increase engagement with young people by establishing youth panels in libraries.	Project Title: Project Details	Improved resident well being	2	2	4
Start date 2013-14 End date 2016-17						
Project 5	Outreach and Community Engagement plan Deliver an annual outreach plan to increase usage of libraries. Run the Public Library User Surveys (PLUS) annually. Conduct research and engagement work with under represented groups and shape services accordingly.	Project Title: Project Details	Improved customer satisfaction	2	2	4
Start date 2013-14 End date 2016-17						
Project 6	IT Projects Re-tender for replacement self-service technology in 2015/16. Develop payment services online and rollout new hall booking system.	Project Title: Project Details	Improved customer satisfaction	3	2	6
Start date 2013-14 End date 2017-18						
Project 7	Assisted digital support Increase volunteer numbers and skills in supporting customers with more complex IT needs. Increase partnership numbers to support the assisted digital agenda and link in with other council and partner services. Complete staff IT skills analysis and put development plans in place.	Project Title: Project Details	Improved resident well being	2	1	2
Start date 2013-14 End date 2015-16						
Project 8	Security services contract Re-tender of contract and on-going monitoring of current performance against contract.	Project Title: Project Details	More efficient way of working	3	2	6
Start date 2015-16 End date 2015-16						
Project 9	Library redevelopments Progress redevelopment plans where highlighted in Sites & Policies Development Plan. Investigate co-location opportunities with other council services and partners.	Project Title: Project Details	Improved customer satisfaction	3	2	6
Start date 2013-14 End date 2016-17						
Project 10	London Libraries Consortium Work with LLC to improve systems and drive through efficiencies. Implement actions in LLC 3-year Strategy.	Project Title: Project Details	More efficient way of working	3	2	6
Start date 2013-14 Projects 2017-18						

Merton Adult Education		Planning Assumptions					The Corporate strategies your service contributes to	
Cllr Martin Whetton Cabinet Member for Education		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	
Enter a brief description of your main activities and objectives below		1000	1000	1000	1000	1000	1000	Medium Term Financial Strategy
Our vision is to enrich lives through learning and our mission is to provide high quality qualification and personal development learning responsive to the diverse needs of our communities. It is our ambition for Merton Adult Education to become an innovator and the college of choice for our community.		3000	3000	3000	3000	3000	3001	Community Plan
We are committed to providing the best learning experience for our students, deliver an excellent service to our customers, maximise partnership opportunities, remain financially viable, achieve our Skills Funding Agency contractual targets and develop a range of income generating commercial products.		New	300	500	600	600	601	
Our strategic objective is to increase the skills, knowledge and educational attainment of adults through the provision of a range of accredited and non accredited courses. The course offer is developed in response to both government priority targets and responding to emerging local needs. A range of courses are delivered within the following departments, English and Maths, ESOL, IT, Mind and Body, Early Years, Foreign Languages, NEET, Family Learning, Neighbourhood Learning for Deprived Communities, Fitness, Art and Craft and Employability.		154	148	146	146	146	147	
Performance indicator		2012/13(A)	2013/14(A)	2014/15(A)	2015/16(A)	2016/17(A)	2017/18(A)	Main impact if indicator not met
Number of accredited learners		1000	1000	1000	1000	1000	1000	Loss of income
No. of personal development learners		3000	3000	3000	3000	3000	3000	Loss of income
% achievement rate		95%	96%	96%	96%	96%	96%	Government intervention
% retention rate		87%	87%	88%	88%	88%	88%	Government intervention
% success rate		83%	84%	84%	84%	84%	84%	Government intervention
Income target		612890	732890	732890	732890	732890	732890	Loss of income
Number of commercial learners		300	500	600	600	600	600	Loss of income

DEPARTMENTAL BUDGET AND RESOURCES												
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Performance targets (indicate if % target)	2012/13(A)	2013/14(A)	2014/15(A)	2015/16(A)
Expenditure	2,994	2,698	2,673	2,615	2,508	2,507	2,514		1000	1000	1000	1000
Employees	1,758	1,832	1,813	1,647	1,633	1,625	1,625		3000	3000	3000	3000
Premises	164	164	141	145	147	149	151		95%	96%	96%	96%
Transport	4	3	3	3	3	3	3		87%	88%	88%	88%
Supplies & Services	351	352	334	337	342	347	352		83%	83%	84%	84%
3rd party payments	0	0	0	0	0	0	0		612890	732890	732890	732890
Transfer Payments	0	0	0	0	0	0	0		300	500	600	600
Support services	232	230	286	286	286	286	286					
Depreciation	86	96	96	97	97	97	97					
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18					
Income	2,384	2,464	2,500	2,500	2,500	2,500	2,500					
Government grants	1,873	1,889	1,873	1,873	1,873	1,873	1,873					
Reimbursements	3	6	3	0	0	0	0					
Customer & client receipts	564	569	624	627	627	627	627					
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	210	234	173	15	8	7	14					



Summary of major budget etc changes						
2014/15						
£176k Savings To be achieved through increased income and some staff reductions, high risks due to income being dependent on external sources which are themselves volatile and liable to change at short notice						
2015/16						
£14k Savings To be achieved through increased income and some staff reductions, high risks due to income being dependent on external sources which are themselves volatile and liable to change at short notice						
2016/17						
£8k Savings To be achieved through increased income and some staff reductions, high risks due to income being dependent on external sources which are themselves volatile and liable to change at short notice						
2017/18						
Income and saving targets difficult to achieve due to the college received funding from an external source, allocations are awarded annually further reductions will impact on being able to meet saving targets.						



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

Merton Adult Education

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

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

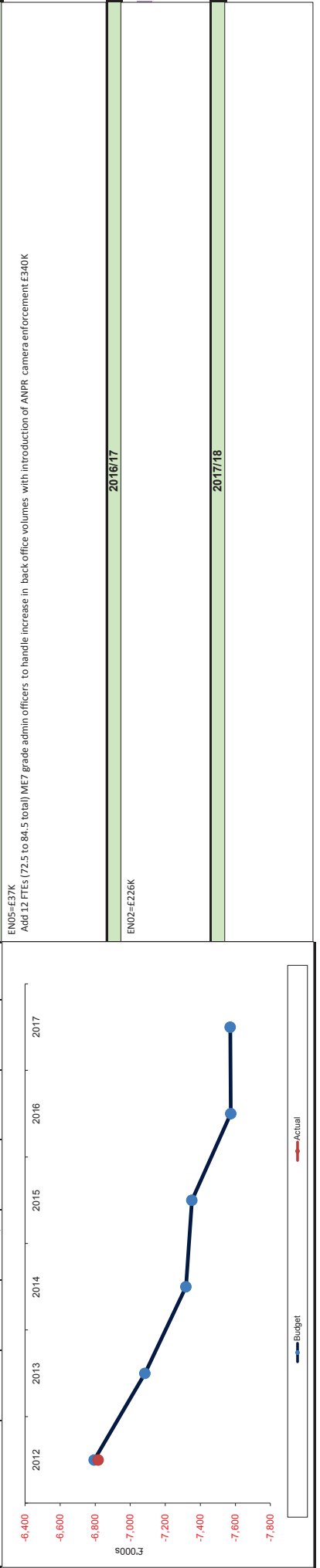
Parks and Green Spaces

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

Cltr Judy Saunders Cabinet Member for Performance & Implementation Enter a brief description of your main activities and objectives below	Planning Assumptions										The Corporate strategies your service contributes to		
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2013/14	2014/15	2015/16	2016/17	2017/18	2013/14	2014/15
Anticipated demand	13,638	13,638	14,481	Not known	Not known	Not known	13,638	14,481	Not known	Not known	Not known	13,638	14,481
Number of resident permits issued	252,520	252,520	280,600	Not known	Not known	Not known	252,520	280,600	Not known	Not known	Not known	252,520	280,600
Number of visitors permits issued													
Anticipated non financial resources	68.5	71.5	72.5	85.5	Not known	Not known	68.5	72.5	85.5	Not known	Not known	68.5	72.5
Staff (FTE)	15	15	15	15	Not known	Not known	15	15	15	Not known	Not known	15	15
Transport													
Performance indicator													
% of parking permits issued within 5-7 days	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%
Sickness- No of days per FTE (12 month rolling average)	15	12	12	12	12	12	15	12	12	12	12	12	12
Improvement in the number of cases won at PATAS compared to previous years data expressed as a %	New	2%	2%	2%	2%	2%	New	2%	2%	2%	2%	2%	2%
Reduction in the number of cases lost at PATAS compared to the previous years data expressed as a %	New	-2%	-2%	-2%	-2%	-2%	New	-2%	-2%	-2%	-2%	-2%	-2%
Reduction in the number of cases where council does not contest at PATAS due to new evidence compared to the previous years data	New	-2%	-2%	-2%	-2%	-2%	New	-2%	-2%	-2%	-2%	-2%	-2%

Revenue £'000s	DEPARTMENTAL BUDGET AND RESOURCES										2014/15 Income
	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2014/15	2014/15	2014/15	
Expenditure	4,103	4,381	4,457	4,624	4,964	4,988	4,971				
Employees	2,384	2,337	2,675	2,865	2,835	2,835	2,835	Employees			
Premises	185	185	185	185	185	185	185	Premises			
Transport	121	121	150	155	155	155	155	Transport			
Supplies & Services	270	199	218	229	229	229	229	Supplies & Services			
Transfer payments	178	201	180	225	228	232	235	3rd party payments			
Customer & Client receipts								Transfer payments			
Support services	640	712	747	747	747	747	747	Support services			
Depreciation	51	51	51	71	71	71	71	Depreciation			
Revenue £'000s	10,898	11,198	11,541	11,939	12,316	12,542	12,542				
Government grants	0	0	0	0	0	0	0				
Reimbursements	0	153	0	0	0	0	0				
Customer & Client receipts	10,898	11,045	11,541	11,939	12,316	12,542	12,542				
Recharges											
Reserves											
Capital Funded											
Council Funded Net Budget	-6,795	-6,817	-7,084	-7,318	-7,352	-7,574	-7,571				
Capital Budget £'000s											
Actual											
Budget 2012/13											
Budget 2013/14											
Budget 2014/15											
Budget 2015/16											
Budget 2016/17											
Budget 2017/18											

Summary of major budget etc. changes		2014/15
EN03=E50K		
EN04=E75K		
EN12=E48K		
Employees (Income budgets - 2013/14 starting points: Employees £2,421 (excluding funding of Traffic & Highways £250K) Add 1 FTE (70.5 to 71.5 total); Customer relations manager £16K (2013/14) Employees / Income (commenced end Nov 13) and a further £31K (2014/15) for full year effect Add 1 FTE (71.5 to 72.5 total) New CDO post £37K (full year) Departmental inflation change £157K		
EN05=E37K		
Add 12 FTEs (72.5 to 84.5 total) ME7 grade admin officers, with introduction of ANPR camera enforcement £340K		
EN02=E226K		



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

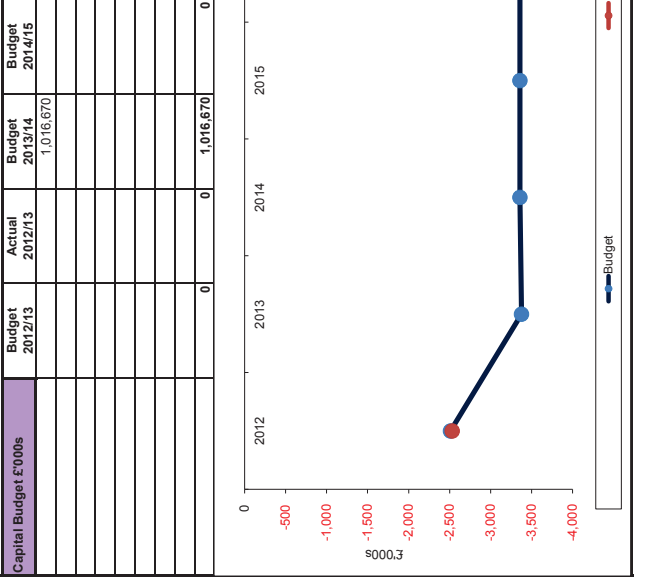
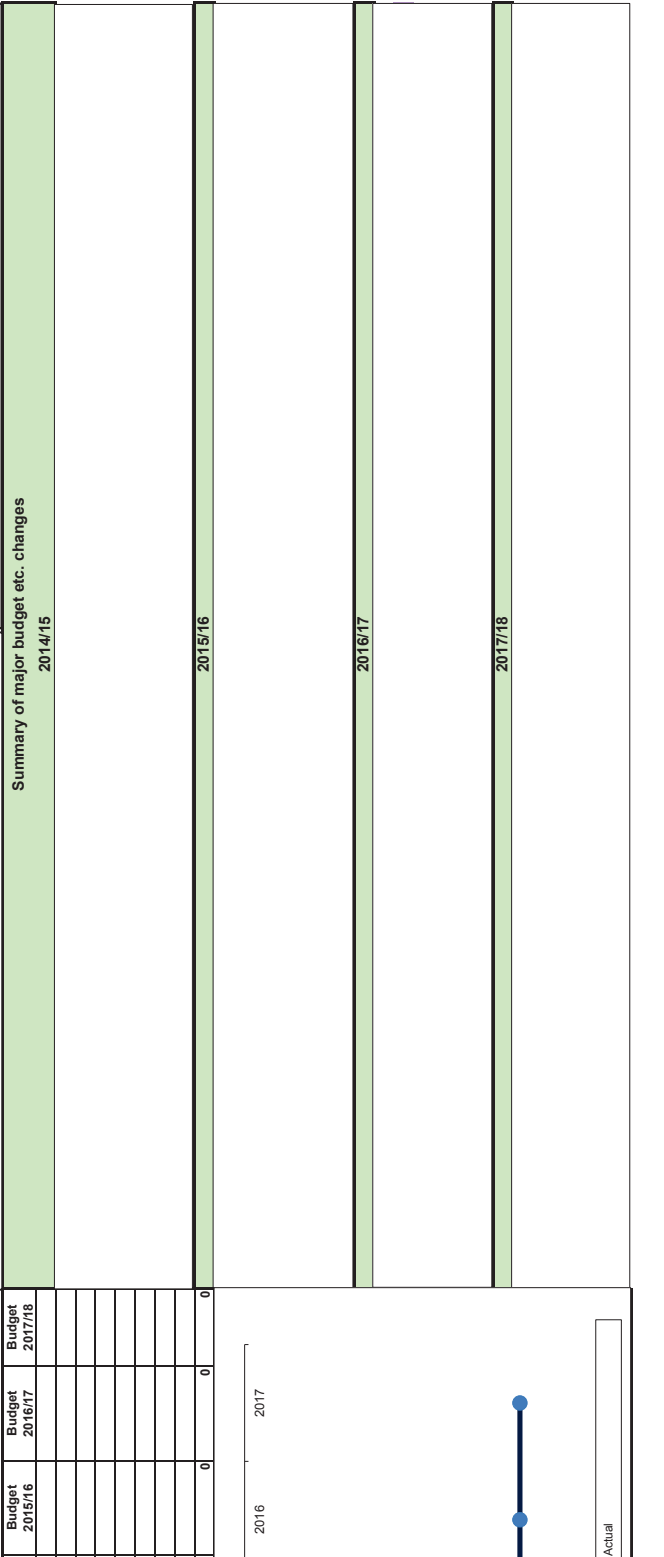
Parking

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

Property	Planning Assumptions						The Corporate strategies your service contributes to	
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18		
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration								
Enter a brief description of your main activities and objectives below	10	2	7	8	8	8	Capital Programme	
To ensure that all property transactions provide value for money and comply with statutory control. To maintain an accurate record of the property assets of the council and to provide asset valuations to support the council's accounts. To manage the council's investment portfolio to maximise income, managing the council's asset base to ensure that it has the accommodation necessary to support its services at a standard it can afford. To support regeneration, deal with occupied property of council land by Gypsies and Travellers and lead the integrated Project team to deliver a programme of property sales to maximise capital receipts. Community Right to Bid no marriage applications for community assets to be listed and claims for compensation.	12	10	9	21	21	21	Economic Development Strategy	
Objectives	36	30	25	384	384	394	Housing Strategy	
• complete Asset Valuations to timetable agreed with Director of Corporate Services	394	394	394	2015/16	2016/17	2017/18	Medium Term Financial Strategy	
• complete programme of property disposals to maximise capital receipts and ensure the council has the minimum necessary to support the business plan	6	8	8	8	8	8		
• critically examine operational property to ensure the council has the minimum necessary to support the business plan								
• maximise revenue income by letting vacant property								
• provide timely advice to inform regeneration projects								
• ensure team is arranged to support objectives.								

Performance indicator	Performance targets (indicate if % target)						Indicator type	Reporting cycle	Polarity	Main impact if indicator not met
	2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	2017/18(E)				
Capital receipts	5.5	5	4.5	4	4	4	Business critical	Quarterly	High	Loss of income
% Vacancy rate of prop. owned by council	10	9.8	9.5	9	9	9	Outcome	Quarterly	Low	Loss of income
% Debt owed to LHM by tenants inc. businesses	New	150	150	150	150	150	Outcome	Quarterly	Low	Loss of income
Asset Valuations							Business critical	Annual	High	Breach statutory duty

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



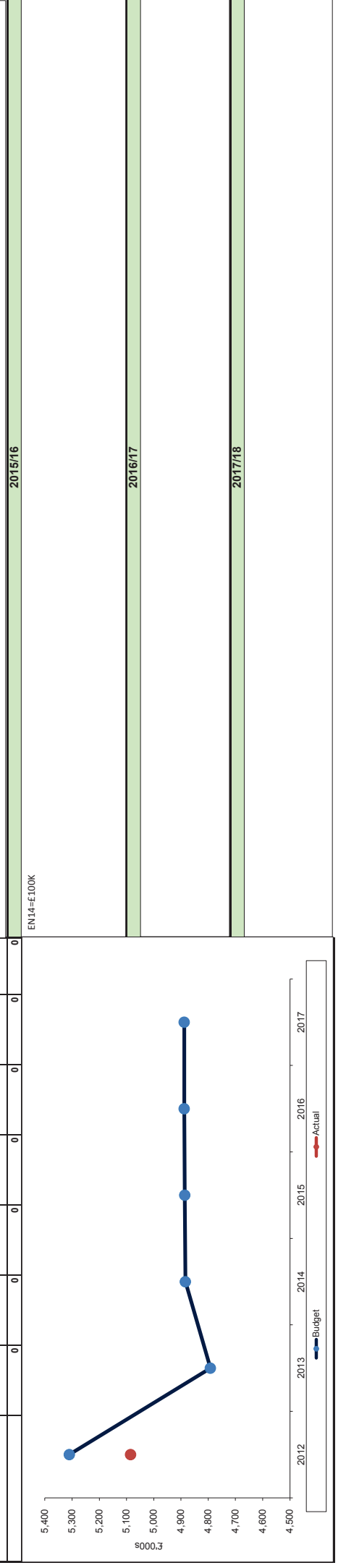
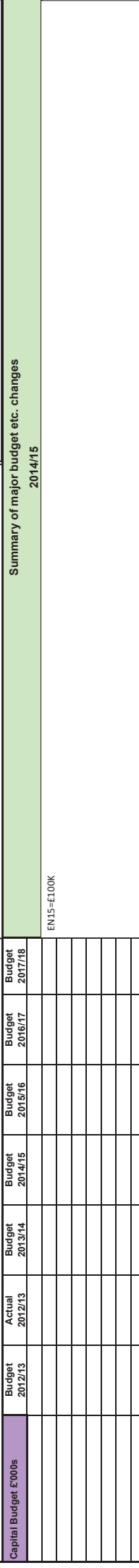
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Property

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

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

DEPARTMENTAL BUDGET AND RESOURCES															
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18
Expenditure	5,540	5,023	5,115	5,117	5,119	5,119	5,119								
Employees	3,451	3,093	3,293	3,293	3,293	3,293	3,293								
Premises	24	20	24	24	24	24	24								
Transport	687	613	289	492	492	492	492								
Supplies & Services	167	132	167	160	160	160	160								
3rd party payments	150	62	152	155	157	159	159								
Transfer payments	0	0	0	0	0	0	0								
Support services	1,076	1,120	991	991	991	991	991								
Depreciation	5	5													
Revenue £'000s	230	275	231	231	231	231	231								
Government grants	0	0	0	0	0	0	0								
Reimbursements	0	38	0	0	0	0	0								
Customer & client receipts	230	237	231	231	231	231	231								
Recharges	0	0	0	0	0	0	0								
Reserves	0	0	0	0	0	0	0								
Capital Funded	5,310	5,085	4,792	4,884	4,886	4,886	4,886								
Capital Budget	5,310	5,085	4,792	4,884	4,886	4,886	4,886								
Capital Budget £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18								
	0	0	0	0	0	0	0								

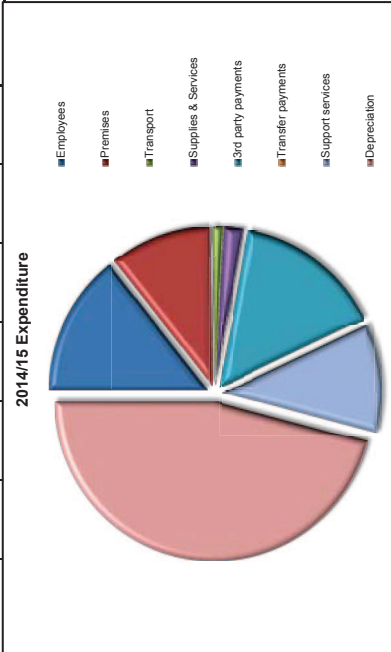
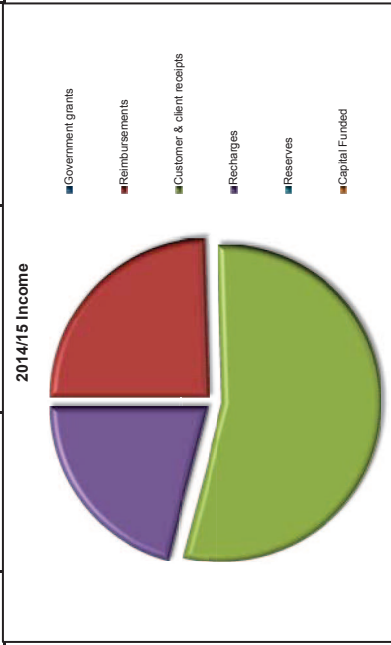


DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Street Cleaning

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

Clr Andrew Judge Cabinet Member for Sustainability & Regeneration	Highways				Planning Assumptions				The Corporate strategies your service contributes to									
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Enter a brief description of your main activities and objectives below	The service discharges the council's responsibilities as a Highway, Traffic and Parking Authority, assists with its responsibilities as a Local Planning Authority and assists in the delivery of the Community Plan vision. It maintains 12,673 streetlights, 363.5 kms of road network and 16,500 trees on the public highway with an anticipated additional 70 new trees planted per year.																	
The main aims of the service are:	<ul style="list-style-type: none"> ensure the safe and expeditious movement of all traffic on the Highway Network. improve the Public Realm. improve the quality of life of local residents improve the quality of life of local residents improve the quality of life of local residents 																	
Objectives	The overall objectives of the Service is to effectively manage the highway network and to ensure that this network is safe and serviceable for all road users. The specific objectives for 2013/14 is to reduce the Council's Street Lighting energy costs and Carbon footprint.																	
The Council began operating the London Permit Scheme in January 2013 to manage road work activities on the public highway. 11,650 permits are expected to be granted per year.																		
Anticipated demand	Streetlights Maintenance of trees Network Maintenance and Improvement Streetwork Permits issued Anticipated non financial resources Staff (FTE)																	
Performance indicator	New for 2014 onwards) %age of out of light lamp columns repaired within 5 days % response to Emergency Callouts % Streetworks permitting determined % Streetworks inspections completed % of jobs completed where no Fixed Penalty Notice issued % of Condition Surveys completed on time																	
Performance targets (indicate if % target)	2012/13(A) 2013/14(A) 2014/15(A) 2015/16(E) 2016/17(E) 2017/18(E)																	
Indicator type	Quality Quality Quality Quality Unit cost Outcome Quality																	
Polarity	High High High High High High High																	
Reporting cycle	Quarterly Monthly Monthly Quarterly Monthly Annual																	
Main impact if indicator not met	Reduced customer service Increased costs Loss of income Loss of income Reduced customer service Increased costs																	

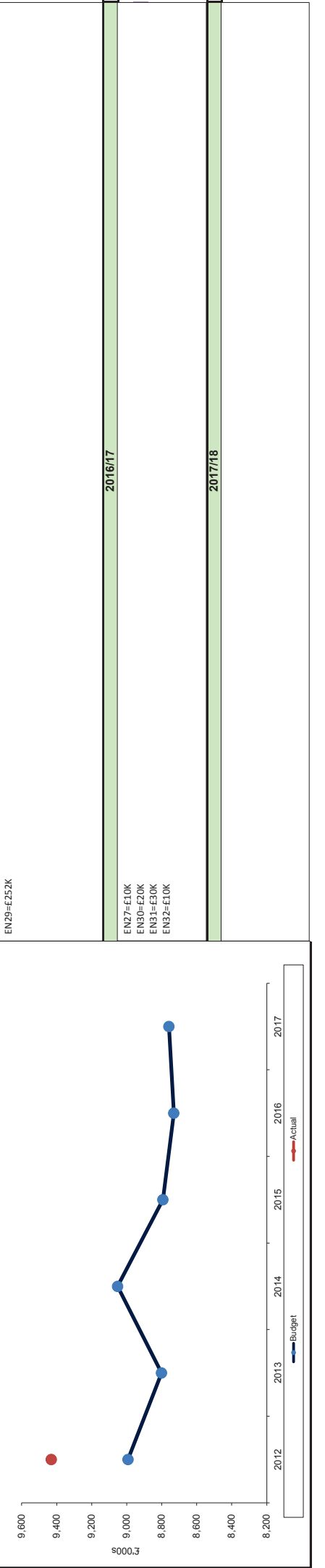


DEPARTMENTAL BUDGET AND RESOURCES

	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18
Revenue £'000s	11,443	12,113	11,420	11,478	11,459	11,407	11,435
Expenditure	1,927	1,692	1,622	1,602	1,405	1,405	1,405
Employees	1,210	1,292	1,274	1,208	1,208	1,178	1,178
Premises	105	125	128	131	131	131	131
Transport	497	157	292	228	228	206	206
Supplies & Services	2,048	2,873	1,914	1,783	1,811	1,809	1,837
3rd party payments	0	0	0	0	0	0	0
Transfer payments	1,322	1,633	1,294	1,294	1,294	1,294	1,294
Support services	4,936	4,936	4,936	5,384	5,384	5,384	5,384
Depreciation	2,451	2,662	2,619	2,666	2,666	2,676	2,676
Revenue	125	189	0	0	0	0	0
Government grants	802	304	624	654	654	664	664
Reimbursements	859	974	1,436	1,453	1,453	1,453	1,453
Customer & client receipts	665	965	559	559	559	559	559
Recharges	250	250	250	250	250	250	250
Reserves	0	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0
Council Funded Net Budget	8,992	9,431	8,801	9,062	8,793	8,731	8,759

Summary of major budget etc. changes

	2014/15	2015/16	2016/17	2017/18
Capital Budget £'000s	282,000	135,000	150,000	156,000
Traffic & Parking Management	471,470	412,000	419,000	419,000
Highways Planned Works	1,065,390	1,000,000	1,000,000	1,000,000
Footways Planned Works	644,590	200,000	482,000	290,000
Street Lighting	339,450	315,000	60,000	60,000
Street Scene	1,590,000	1,500,000	1,500,000	1,500,000
Highways Planned Road Works	236,990	183,900		
Transport For London	0	0	0	0
Capital Budget	6,762,850	5,814,570	5,401,000	3,425,000



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

Highways

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

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

Transport - Passenger Fleet Service

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	Project Title: Closer working with Merton Community Transport Project Details: Closer working with the voluntary sector has been identified as an objective to improve services. We are looking at ways to better cooperate with Merton Community Transport. So far, we have an arrangement to supply fuel to them and we are now looking at vehicle maintenance and vehicle utilisation	2012	on going	2	2	4
Start date						
Project 2	Project Title: Tachograph Facility Project Details: At the present time there is no tachograph repair facility within the borough. We have to visit a Tachograph Centre 40+ times a year. We are investigating the viability of operating an in house repair centre that could both repair LB Merton Vehicles as well as taking on 3rd party work.	2012	2014-15	2	2	4
Start date						
Project 3	Project Title: Project Details:					0
Start date						
Project 4	Project Title: Project Details:					0
Start date						
Project 5	Project Title: Project Details:					0
Start date						
Project 6	Project Title: Project Details:					0
Start date						
Project 7	Project Title: Project Details:					0
Start date						
Project 8	Project Title: Project Details:					0
Start date						
Project 9	Project Title: Project Details:					0
Start date						
Project 10	Project Title: Project Details:					0
Start date						

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

Transport - Commissioning

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

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

Waste Management

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

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Committee: Sustainable Communities Overview and Scrutiny Panel

9th January 2014

Agenda item:

Wards:

Subject: Business Plan Update 2014-2018: APPENDIX 4

Lead officer: Caroline Holland

Lead member: Councillor Mark Allison

Contact officer: Paul Dale

Forward Plan reference number:

Urgent report:

Reason for urgency: The chairman has approved the submission of Appendix 4 to the report on the Business Plan Update 2014-18 as a matter of urgency as it provides the latest available information on the equalities impact assessments of savings proposals which are an essential part of the Business Plan and Budget 2014/15. It is important that this consideration is not delayed in order that the Council can work towards a balanced budget at its meeting on 5 March 2014 and set a Council Tax as appropriate for 2014/15.

Equality Analysis

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

It is therefore crucial that we get them right.

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

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

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

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

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

Summary of Draft Equalities Analysis

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

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

Community and Housing

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

Children Schools and Families

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

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

Corporate Services

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

Environment and Regeneration

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

The table below summarises the information provided:

Summary of Financial and Equality Impact Information

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

Equality Analysis

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

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

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

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

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

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

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

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

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

A comprehensive consultation exercise on these proposals will be complete by the end of March 2014, and the outcome will inform the way we progress the proposals.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	✓			✓	<p>Commissioning: Level 2 CH03 - Brokerage efficiency savings (Best Value Options) - the customer base includes older people. This proposal aims to negotiate and broker Care and Support packages to deliver the best value solution based on assessed need for the customer. CH09 - Remodelling and re-procuring the domiciliary care service - the customer base is predominantly older people. This proposal aims to reduce dependency on domiciliary care services through different forms of contract which incentivise providers to manage demand and new needs, and through other cost effective preventative solutions such as telecare and telehealth. CH10 - Procurement Opportunities - the customer base includes older people. This proposal aims to deliver further efficiencies through contract negotiations. CH14 - All Saints Respite Extension - the customer base includes older people. This proposal aims to extend the All Saints Respite Service offer to PD customers. Access and Assessment: Level 3 CH12 - Remove day care costs from residential customers - the customer base potentially includes older people. This proposal aims to cease including day care costs within residential customers care support packages. Direct Provision: Level 2 CH15 - Assistive Technology - the customer base includes older people. This proposal aims to optimise the use of telecare and assistive technologies to provide a more cost effective alternative to domiciliary care and other forms of intervention - in essence reducing the number of home visits. There maybe concerns on the level of customer social contact.</p>
Disability				✓	<p>Commissioning:</p>

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

- **Potential impact of change**
Level 2 & 3: **CH03, CH09, CH10, CH12, CH14, CH15**

Mitigation Plan

A comprehensive consultation exercise to ensure customers, providers and other stakeholders understand the rationale for the position the council is taking.

- **Potential impact on customer is change in current service provider**
Level 2: **CH03, CH09**

Mitigation Plan

In addition to the comprehensive consultation exercise, where a change will be required, then a thorough implementation plan for each change will be developed to include the review of customer needs to identify the suitability, feasibility and acceptability (SFA) of the potential change to the customers' service. This will ensure that where the SFA is negative to the customer, the council's works with the customer, family and stakeholders to identify a service that meets the needs of the customer in the most cost effective way. Furthermore, the customers will be supported through the change process.

- **Potential impact on level of service for customer**
Level 3: **CH12**

In addition to the comprehensive consultation exercise, there will be a thorough implementation plan to include a comprehensive checklist to ensure that the solutions developed for customers meet their identified needs. As well as the clear identification of communication channels for customers and a comprehensive monitoring mechanism to ensure where there is a change in need a revised solution can be developed and put in place swiftly.

Stage 4: Conclusion of the Equality Analysis

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

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

Outcome 1 – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**

Outcome 2 – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**

Outcome 3 – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have 'due regard' and you are advised to seek Legal Advice.**

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

Stage 5: Improvement Action Plan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? E.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Potential impact of change.	Consultation planned up to end of March 2014.	Meetings held and outcome recorded.	March 2014	Established	RAM/JB/JR/AOS	Yes
Potential impact on customer is change in current Service Provider	As well as consultation, a through implementation plan for each change will be developed to include the review of customer needs to identify the suitability, feasibility and acceptability (SFA) of the potential change to the customers' service.	Savings target in Service Plan	On-going up to March 2018	Yes	RAM	Yes
Potential impact on level of service for customer	As well as consultation, a through implementation plan to include a comprehensive checklist to ensure that the solutions developed for customers meet their identified needs. As well as the clear identification of communication channels for customers and comprehensive monitoring mechanism to ensure where there is a change in need a revised solution can be developed and put in place swiftly.	Savings target in Service Plan	March 2015	Yes	JB/JR	Yes

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome **2** Assessment

The key findings of this initial assessment are:

- A comprehensive consultation exercise is required to inform customers, providers and other stakeholders of the proposed changes and to ensure all the risks and negative impact are clearly identified.
- In terms of positive key impacts Adult Social Care solutions will continue to be person centred and delivered both more efficiently and cost effectively. In terms of negative key impacts, they are outlined in Section 7 above.
- Merton's vulnerable residents are affected, in particular older people and people with disabilities.
- The course of action being proposed as a result of this assessment is detailed in section 9 above.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Douglas Russell ASC Savings Programme Manager	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Simon Williams Director of Community & Housing	Signature:	Date:

EQUALITIES TEST OF RELEVANCE AND INITIAL SCREENING

CH5 – Reduction in Media Fund



This form should be completed in line with the Equality Analysis guidance available on the Intranet	
EA completed by: (Give name and job title)	Anthony Hopkins, Head of Library & Heritage Service
EA to be signed off by: (Give name and job title)	Simon Williams, Director of Community and Housing
Department/ Division:	Community & Housing
Team:	Library & Heritage Service
EA completed on:	18 December 2013

Assessing Functions, Policies, Proposed Policies and Procedures for their Relevance (due regard) to the General Duties of the Equality Act 2010.

Relevance Statements – the following statements may help you to determine whether the function/service is relevant to the aims of the Public Sector Equality Duty:

- The outcome(s) of the activity directly and significantly impact on people
- The activity affects some groups of people or communities and not others
- Particular groups of people or communities could be disadvantaged by the function / service
- They activity affects how the services are delivered
- The activity presents a high risk to the Council's public reputation
- The activity relates to an area where there are known inequalities

Protected Characteristics - Key:

Age	A	Race	R
Disability	D	Religion or Belief	RB
Gender Reassignment	GR	Sex	S
Marriage and Civil Partnership	MCP	Sexual Orientation	SO
Pregnancy and Maternity	PM		

Name of Function / Service	Which Protected Characteristic(s) is your function / service relevant to? Tick (✓) all that apply.										Which aims of the Public Sector Equality Duty (PSED) are relevant to your function/service? Can your function/service: Tick (✓) all that apply.			
	A	D	GR	MCP	PM	R	RB	S	SO					
Media Fund Reduction in spend from 2015/16)	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓	✓	✓

If relevance to the Public Sector Equality Duty is established you are required to undertake an Equality Analysis.

Initial Screening

APPENDIX 4

<p>1. What are the aims, objectives, and desired outcomes of your proposals? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria for eligibility of service etc).</p>	<p>To ensure corporate resilience and to support the medium term financial strategy it is proposed to reduce the Media Fund by £10,000 per annum from 2015/16. Several of the stock contracts, which are used to procure stock, are in the process or have been re-negotiated and have provided improved value for money. Utilising new technology to manage stock has also meant that efficiencies have been delivered within how we procure stock that has provided improved choice for customers and more personalised collections per library.</p>		
<p>2. Who are the main people/groups affected by your proposals? (Consider who are the internal and external customers)</p>	<p>As the Library Service is a universal service this proposal could potentially impact on all equality groups but through the measures mentioned above it is felt that there will be little, if any, impact on customers.</p>		
<p>3. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this screening?</p>	<p>Library usage statistics along with customer satisfaction surveys have been used to inform this screening. Benchmarking against other authorities on stock spend and usage has also been undertaken.</p>		
<p>4. Is there evidence to suggest that your proposal(s) could affect some groups of people in different ways?</p>	Yes	Explain the reason for your decision	
	No	✓	

Assessing Impact

Please indicate how the proposals affect the Protected Characteristics listed below:

APPENDIX 4

If you have identified potential negative impact(s) above, then it is necessary to complete an Equality Analysis. If there is no negative impact you do not need to complete an Equality Analysis.

	Positive Impact	Negative Impact	Neither	Reason / Comment / Evidence
Age			✓	
Disability			✓	
Gender Reassignment			✓	
Marriage and Civil Partnership			✓	
Pregnancy and Maternity			✓	
Race			✓	
Religion or Belief			✓	
Sex			✓	
Sexual Orientation			✓	
Outcome of screening	Equality Analysis is not required			
Lead Officer	Anthony Hopkins / Head of Library & Heritage Service			
Director/Head of Service	Simon Williams / Director of Community & Housing			
Signed				
Dated				

EQUALITIES TEST OF RELEVANCE AND INITIAL SCREENING

CH6 – Increased Income



This form should be completed in line with the Equality Analysis guidance available on the Intranet	
EA completed by: (Give name and job title)	Anthony Hopkins, Head of Library & Heritage Service
EA to be signed off by: (Give name and job title)	Simon Williams, Director of Community & Housing
Department/ Division:	Community & Housing
Team:	Library & Heritage Service
EA completed on:	18 December 2013

Assessing Functions, Policies, Proposed Policies and Procedures for their Relevance (due regard) to the General Duties of the Equality Act 2010.

Relevance Statements – the following statements may help you to determine whether the function/service is relevant to the aims of the Public Sector Equality Duty:

- The outcome(s) of the activity directly and significantly impact on people
- The activity affects some groups of people or communities and not others
- Particular groups of people or communities could be disadvantaged by the function / service
- They activity affects how the services are delivered
- The activity presents a high risk to the Council's public reputation
- The activity relates to an area where there are known inequalities

Initial Screening

APPENDIX 4

<p>1. What are the aims, objectives, and desired outcomes of your proposals? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria for eligibility of service etc).</p>	<p>To ensure corporate resilience and to support the medium term financial strategy the proposal is to increase income collected by the library service by £13,000 per annum from 2015/16. To deliver these additional savings the service will build on the commercial services it provides through various accommodation improvements and in providing commercial space for companies in libraries. This builds upon the proposals stated in the Library & Heritage Service Fees and Charges review of 2013/14.</p>						
<p>2. Who are the main people/groups affected by your proposals? (Consider who are the internal and external customers)</p>	<p>As a universal service this proposal could potentially impact on all equality groups. However, in reality there is likely to be little impact on any groups as the majority of the income will be generated through private lettings although some space may also be let out in public areas in libraries. The Library Service already has checks in place to ensure that lettings are made to responsible users and terms and conditions are in place.</p>						
<p>3. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this screening?</p>	<p>CIPFA statistics have shown that the Library & Heritage Service already operates at a successful commercial level in comparison to other authorities. Capital works have been undertaken in this financial year for invest to save that will support with delivering the increased income.</p>						
<p>4. Is there evidence to suggest that your proposal(s) could affect some groups of people in different ways?</p>	<table border="1"> <tr> <td data-bbox="863 1543 967 1666">Yes</td> <td data-bbox="863 1117 967 1543"></td> <td data-bbox="863 64 967 1117"></td> </tr> <tr> <td data-bbox="967 1543 1070 1666">No</td> <td data-bbox="967 1117 1070 1543">✓</td> <td data-bbox="967 64 1070 1117"></td> </tr> </table>	Yes			No	✓	
Yes							
No	✓						

Assessing Impact

Please indicate how the proposals affect the Protected Characteristics listed below:

APPENDIX 4

If you have identified potential negative impact(s) above, then it is necessary to complete an Equality Analysis. If there is no negative impact you do not need to complete an Equality Analysis.

	Positive Impact	Negative Impact	Neither	Reason / Comment / Evidence
Age			✓	
Disability			✓	
Gender Reassignment			✓	
Marriage and Civil Partnership			✓	
Pregnancy and Maternity			✓	
Race			✓	
Religion or Belief			✓	
Sex			✓	
Sexual Orientation			✓	
Outcome of screening	Equality Analysis is not required			
Lead Officer	Anthony Hopkins / Head of Library & Heritage Service			
Director/Head of Service	Simon Williams / Director of Community & Housing			
Signed				
Dated				

Equality Analysis

Please refer to the guidance for carrying out an [Equality Analysis](#).
 Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?	Introduce self-service libraries at off peak times in branch libraries
Which Department/ Division has the responsibility for this?	Community & Housing / Library & Heritage Service

Stage 1: Overview	
Name and job title of lead officer	Anthony Hopkins, Head of Library & Heritage Service
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>The proposal is to provide self-service libraries at off peak times in branch libraries. The proposal affects Raynes Park, Pollards Hill, Donald Hope and West Barnes libraries.</p> <p>Utilising new self-service technology the proposal is to provide a different model of off peak service for these libraries. Library opening hours will not be affected and there will still be a security guard presence on site to support customers. Utilising the services strong base of volunteer’s additional numbers will be recruited during these off peak times to provide customer support. The standard service will continue to operate but potentially with a reduced activity and information offer during self-service times.</p> <p>This proposal will enable the Library & Heritage Service to reduce staffing by 3.5 FTE and deliver savings of £90,000 per annum.</p>
2. How does this contribute to the council’s corporate priorities?	This proposal contributes towards the Medium Term Financial Strategy for the Council and supports corporate resilience.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	All users of the aforementioned libraries will be affected by these proposals. The proposal will also present additional operational constraints on staff and managers at other libraries to ensure reliability of the service.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The responsible owner for this proposal is the Library & Heritage Service. The proposal has an impact on the contracted security guard service and will require additional volunteer capacity that is sourced in partnership with the Volunteer Centre Merton.

Stage 2: Collecting evidence/ data

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

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

Previous opening hour's research and the results of the annual Public Library User Survey have been used to inform the current opening hour's provision. A review of library opening hours was presented to Cabinet on 21 October 2013 recommending the extension of opening hours from existing resources. This proposal was agreed and rolled out in January 2014 using elements of self-service libraries.

User satisfaction with Merton's libraries is very high and in particular with library opening hours. 98% of surveyed users are satisfied with library opening hours, the highest satisfaction level since the survey has been undertaken. Usage is currently at its highest rate since records have been collected with 30% of the population regularly using the library service. Over 1,100,000 physical visits to libraries took place in 2012/13. Self-service usage in libraries currently accounts for 92% of customer transactions.

As a universal service this proposal could potentially impact on all equality groups. In order to try and mitigate the impact research will be undertaken in the year prior to the rollout of this proposal to provide the self-service library offer at times when each library is least used. Current research would suggest that this would likely be mid morning and at some sites in the evening but this will be reviewed again. This proposal will ensure that the current opening hours offer is safeguarded whilst delivering efficiencies.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		
	Yes	No	
Age		✓	Usage statistics show that different groups use the library through the day. Off peak times mean that some usage groups will be more affected by this proposal than others. Usage is currently at its highest amongst children and young people's groups but generally in peak times.
Disability		✓	During off peak times support will still be provided for disabled groups but

					the level of support may not be as significant as in fully staffed hours. Standard support by security guards and volunteers will be in place to ensure DDA compliance at all times.
Gender Reassignment		✓			We have limited information on how this proposal will impact on this customer group.
Marriage and Civil Partnership		✓			We have limited information on how this proposal will impact on this customer group.
Pregnancy and Maternity		✓			We have limited information on how this proposal will impact on this customer group. Support in using the self-service terminals will remain in place during off peak times.
Race		✓	✓		Usage statistics show that different groups use the library through the day. Off peak times currently mean that some usage groups will be more affected by this proposal than others. Proportionately higher numbers of users from BME groups use libraries than other ethnic groups.
Religion/ belief		✓			Different groups use the library throughout the day although there is limited information to suggest that there will be a direct impact on this equality group.
Sex (Gender)		✓	✓		Usage statistics show that more women use library services than men in comparison to resident population.
Sexual orientation		✓			We currently do not retain user information relating to this equality group although this will be introduced in the new year. There is limited information to suggest whether this proposal will have an impact on this customer group.
Socio-economic status		✓	✓		Opening hours have been configured based on usage information and resident feedback. The service provides a consistent opening hour's offer but the current opening hours offer provides challenges for working age people. Opening hours will continue to be reviewed to ensure a broad offer of opening hours is provided.
					Information services will be limited during off peak times but this will be widely marketed so that customers are aware of when the full provision is available. This could potentially have some impact on people requiring urgent information who do not have adequate computers skills.

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

In order to mitigate any negative impact on equality groups research will be undertaken to ensure that the self-service library offer is available at the least used times of each library. Additional training will be provided to our contracted security guards in equalities awareness and additional volunteers will be recruited during self-service hours to ensure that there is a sufficient level of support for customers.

The self-service library offer will be widely promoted amongst residents to ensure that they are aware of the hours when the reduced service will be available. Residents will be made aware of core staffed hours and self-service hours and what level of service they can expect. This service offer will be built into future Customer Charters and Service Standards.

Stage 4: Conclusion of the Equality Analysis

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

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

Outcome 1 – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**

Outcome 2 – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**

Outcome 3 – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have 'due regard' and you are advised to seek Legal Advice.**

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

Stage 5: Improvement Action Plan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Potential lack of support for customers during self-service times	Provide additional training for security guards in library procedures and equalities	Active usage = 56,000 Opening hours offer to remain consistent Customer satisfaction = 78% (ARS)	March 2017	Existing	Library Managers	Yes
Potential lack of support for customers during self-service times	Recruit additional volunteers to support the library during self-service hours through a borough wide recruitment campaign	Active volunteers = 200+ Active usage = 56,000 Opening hours offer to remain consistent Customer satisfaction = 78% (ARS)	March 2017	Existing	Library Managers / VCM	Yes
Public awareness of self-service offer	Widely publicise offer through local media and libraries. Identify specific target groups from equalities data	Active usage = 56,000 Customer satisfaction = 78% (ARS)	March 2017	Existing	Libraries SMT	Yes
Deciding which hours to provide self-service offer in	Use usage data and survey information to inform final self-service opening hours offer	Active usage = 56,000 Customer satisfaction = 78% (ARS)	December 2016	Existing	Libraries SMT	Yes

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

Stage 6: Reporting outcomes

APPENDIX 4

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome [add](#) Assessment

The proposal to offer self-service libraries at off peak times will ensure that a consistent library opening hours offer is available that satisfies customer expectations and addresses the need to deliver efficiencies in the way that the library service is delivered. This Equalities Analysis has identified specific actions around using usage and satisfaction data to inform the self-service offer. It has also highlighted the need to ensure that a wide ranging marketing campaign is undertaken to raise resident awareness of the proposal and the impact it will have on the service.

Being a universal service this proposal may have an indirect impact on some usage groups more than others but this will be mitigated wherever possible and will be reviewed upon rollout of this service offer. It is the recommendation of this analysis that this proposal is taken forward.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Anthony Hopkins / Head of Library & Heritage Service	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:

COMMUNITY AND HOUSING

Equality Impact Initial Assessment Form

Division	Community and Housing / Housing Needs & Enabling Division
Name of assessor	Elliot Brunton Housing Options Manager
Date of assessment	19th December 2013
Title function/policy/service to be assessed	Housing Needs & Enabling Division

1. Describe the aims / objectives and purpose of the function or policy	Reduction in homelessness grant, rationalisation of housing needs administrative budgets and deletion of one post. The homelessness prevention grant is not ring fenced and can be utilised for homeless prevention or other purposes.
2. Are there any other functions. policies or services, which might be linked with this one	Housing strategy, Homelessness strategy,
3. Who will benefit from this policy / service /function	No clear benefit to service delivery
4. Who was consulted	N/a

	Positive Impact	Negative Impact	Neither	Reason / Comment / Evidence
Age			✓	Services are accessed by various age groups. In the period 01.04.2013 to 30.11.2013 the youngest household approaching as homeless was recorded as 17 and the eldest 69. The majority 60% were from age group 25-44
Disability			✓	The council continues to promote needs on the grounds of disability. The allocations strategy offers overriding priority to households who need to move urgently due to medical

COMMUNITY AND HOUSING

				concerns and has quotas under Band D to provide housing for households with mental health needs and learning disabilities.
Gender			✓	Services are accessed by households led by an almost even split of genders. In the period 01/04/13 to 30/11/13 45% of homelessness approaches were made by male lead applicants and 55% by female lead applicants.
Race			✓	Services are accessed by a variety of ethnic groups. In the period 01/04/13 to 30/11/13 the largest ethnic group accessing homelessness service was White British representing 26% of approaches. The second largest ethnic group was African British representing 15% followed by white other 9.7%.
Religion / belief			✓	Homelessness services are accessed by persons from various religious groups. In the period 01/04/13 to 30/11/13 only 40% of homelessness applicants had a response to their religion with the others recorded as either unknown or not stated. The largest recorded religion amongst homeless approaches was Christian followed by Muslim.
Sexuality			✓	Homelessness services are accessed by persons from various sexuality groups. However in the period In the period 01/04/13 to 30/11/13 only 24% of homelessness applicants had a response to their sexuality recorded with the others recorded as not stated or unknown. The largest sexuality category to record a response was the Heterosexual group. Less than 2% of recorded responses were for Gay, Lesbian or Other sexuality options combined.

COMMUNITY AND HOUSING

Please give a brief description of how this policy benefits the equality target groups identified in the above table ie promotes equality?	<p>Historically there has been an under spend in the homelessness prevention grant and the council has continued to maintain the lowest level of numbers of households in temporary accommodation.</p> <p>Utilisation of the homelessness prevention grant by the council may have a positive impact on other service areas and equality groups.</p> <p>There is no benefit to equality target groups as result of changes in administrative budgets or the deletion of one post.</p>
If there is a negative impact on any equality target group, is the impact intended or legal? <i>If no, then full Equality Impact Assessment should be completed.</i>	Changes arising from the Welfare Reform Act have been enacted and there is the potential for an impact on the service. Should demand for services increase in line with existing demographics of households accessing the homelessness service then there could be an indirect impact on the equality groups who are already shown to most commonly access this service.
What actions could be taken to amend the policy/service to minimise the low negative impact?	The Housing Needs TOM documents sets out plans to provide a number of online self-help tools which may result in fewer customers requiring specialist interventions from front line officer, potentially offsetting the reduced staffing capacity. This will be assessed as part of the TOM process
If there is no evidence that the policy/service promotes equality, equal opportunities or improves relations within equality target groups, what amendments could be made to achieve this?	N/a

Recommendation

Full Equality Impact Assessment required: No

Signed by Manager of assessor

Equality Group scrutiny date

Equality group recommendation



What are the proposals being assessed?	Savings in CSF Early Years services	
Which Department/ Division has the responsibility for this?	Children Schools and Families, Education Division, Early Years	
Stage 1: Overview		
Name and job title of lead officer	Allison Jones, Service Manager Early Years (CSF01)	
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)	Savings of £150k in 2015/16, £7k in 2016/17 and £250k in 2017/18 in CSF Early Years. These savings are to be made via reductions in services to support Children's Centres (CCs), although the numbers of nursery places provided will be unaffected, and support and delivery to key target groups/geographical locations will be maintained. We will reshape services in partnership with key stakeholders so that we continue to impact on narrowing the gap in outcomes for more vulnerable children and their families. From 2016 onwards there will be a reduced quality assurance capability including advice, support and challenge to the sector, with the central capacity covering safeguarding and inclusion issues. There will be a limited training programme other than where providers are prepared to pay the full cost. However, cover will be maintained for specific statutory requirements as specified in Childcare Act 2006. Reductions to Children's Centre services will be in accordance with assessed need. There will be reduction in posts, which will impact on women as the majority of the early years workforce are female.	
How does this contribute to the council's corporate priorities?	The savings are to be delivered with no reduction in priority areas, including the sufficient supply of good quality early education and childcare places in areas of deprivation, and targeted early intervention services through CCs for vulnerable families with very young children. The savings are proposed to meet budgetary targets with the minimum adverse impact on service delivery.	
Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	80% of all Merton families with children under 5 are registered at their local Children's Centre. As well as direct work with families, the service supports up to 500 childcare and early education providers who look after thousands of children on behalf of their families, and are a key employer of the children's workforce across the borough.	
Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Several of our CCs are within schools who are our partners in delivering early years services. We also work with a range of statutory, voluntary and community sector partners who co-deliver or are co-located in CCs in accordance with the DfE / Ofsted requirements, including: health visitors, JCP, midwifery services, JCP, CAB, Relate, and LBM CSC. Extensive partnership working also takes place with the private, voluntary, independent school and maintained school sectors in the delivery of early education and childcare places, in order to achieve sufficiency across a mixed market model and maintain/improve standards of provision. The LA has overall responsibility.	

Stage 2: Collecting evidence/ data				
What evidence have you considered as part of this assessment? Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).	Take up of EY services is increasing by families in areas of deprivation, as is access by more vulnerable groups including families with children with additional needs, lone parents, out of work families, families from black and minority ethnic backgrounds and those presenting with lower level mental health issues. There is also a general improvement in the quality of EY provision in areas of deprivation. However, data also shows an increasing gap in attainment at the end of the EY Foundation Stage, particularly for many of the equality groups. This gap continues through school. Our work will continue to close those gaps by focusing the reshaped services on those most in need.			
Stage 3: Assessing impact and analysis				
From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?				
Protected characteristic (equality group)	Positive impact		Negative impact	
	Yes	No	Yes	No
Age		✓		✓
Disability		✓		✓
Gender Reassignment		✓		✓
Marriage & Civil Partnership		✓		✓
Pregnancy & Maternity		✓	✓	
Race		✓		✓
Religion/ belief		✓		✓
Sex (Gender)		✓	✓	
Sexual orientation		✓		✓
Socio-economic status		✓	✓	
If you have identified a negative impact, how do you plan to mitigate it?				
Develop criteria to prioritise support to settings that take funded 2 year olds, in areas of deprivation and with limited capacity to improve, in communities where low attainment and poor outcomes are of high concern, and in school nurseries where children have low attainment at age 5. Continue to deliver the national pilot for childcare hubs, developing peer to peer support and use evaluation findings to inform future direction. Business modelling to establish scope for buy back service. Strengthening multi-agency working and co-location.				

Stage 4: Conclusion of the Equality Analysis	
	Which of the following statements best describe the outcome of the EA (Tick one box only)
	Outcome 1 – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. No changes are required.
	Outcome 2 – The EA has identified adjustments to remove negative impact or to better promote equality. Actions you propose to take to do this should be included in the Action Plan.
✓	Outcome 3 – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have ‘due regard’ and you are advised to seek Legal Advice.
	Outcome 4 – The EA shows actual or potential unlawful discrimination. Stop and rethink your proposals.

Stage 5: Improvement Action Plan						
Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? (performance measure / target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Age (0 - 5s) Pregnancy and Maternity Sex (gender) Socio –economic status	Further targeting of services and support to more vulnerable children, families and settings Consultation with sector re setting support and families and key partners re CCs Early Help/Early Intervention Framework for 0-2s Further embedding of multi agency/Partnership working Delivery on key recommendations from Early Years and Health review Capacity building and sustainability of high quality funded 2 year old places Rationalise services delivered via CCs – evidence based and targeted/prioritised Embed Locality working and funding formula	Ofsted – good and above EYFSP scores Data analysis Children's Centre - Performance Framework Monitoring and evaluation Consultation CSA Quality Assurance Frameworks Continuous Improvement Framework Family Poverty Assessment	reporting quarterly academic year and yearly	existing	AJ	Yes

Stage 6: Reporting outcomes		
Summary of the equality analysis		
This Equality Analysis has resulted in an Outcome	3	Assessment
The proposal is to make savings to meet MTFS targets by reducing services to support Children's Centres, whilst maintaining the numbers of places provided within them and targeting services on those most at risk/need. Given the nature of the services, those with socio-economic difficulties may be affected, however, action is being taken to mitigate the impact through ever sharper service targeting and partnership working.		
Stage 7: Sign off by Director/ Assistant Director		
Assessment completed by	Allison Jones, Service Manager Early Years Penny Badcoe, Business Partner	Signature:
Improvement action plan signed off by Director/ Assistant	Jan Martin, AD Education	Date:

What are the proposals being assessed?	Savings in CSF Merton School Improvement services	
Which Department/ Division has the responsibility for this?	Children Schools and Families, Education Division, SSQ	
Stage 1: Overview		
Name and job title of lead officer	Kate Saksena, Service Manager SSQ	
What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Savings in Merton School Improvement of £75k in 2017/18. Support for schools requiring improvement and high level monitoring of schools that are good or better will remain. Training programmes will move towards a self-funding model with more limited capacity to provide intensive support to underperforming schools. The savings are proposed to meet departmental MTFs budget targets.	
How does this contribute to the council's corporate priorities?	The Council is committed to ensuring that all of our services are good or better. The Ofsted profile of our schools is better than the national and London averages. The remaining MSI capacity will be targeted at schools requiring improvement and on the prevention of Ofsted failure.	
Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Schools will only receive support if they require improvement, or otherwise if they are prepared to pay the full cost. These savings may have an adverse impact on the education of CYP in general including those within disadvantaged groups, however, four of the schools within the most socio-economic disadvantaged areas are now academies and only receive local authority support for school improvement on a traded basis. All council-run schools are committed to improving standards and narrowing outcome gaps and support will be targeted to those schools serving the most needy populations.	
Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Merton School Improvement works with schools in the borough.	

Stage 2: Collecting evidence/ data			
<p>What evidence have you considered as part of this assessment? Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).</p>	<p>Current data used to assess the service and the impact of any reduction includes national data sets relating to school performance (eg. Raiseonline, Performance tables), LA data sets and analysis, Ofsted inspection data, reports by MSI inspectors and individual school data. The team uses these national and local data sets to target their support, focusing on schools with the greatest level of challenge and with the biggest gaps in pupils outcomes. The evidence shows that these schools are those in areas of greatest socio-economic need, with higher levels of pupil premium funding. Merton has, however, a good track record in narrowing the gaps and some schools within the most socio-economic disadvantaged areas are now out of council control.</p>		
Stage 3: Assessing impact and analysis			
<p>From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?</p>			
Protected characteristic (equality group)	Tick which applies		Reason / Impact
	Positive impact	Negative impact	
	Yes	No	
Age		✓	No positive impact is expected as a result of this proposal to reduce MSI services in order to meet MTFS targets.
Disability		✓	
Gender Reassignment		✓	
Marriage & Civil Partnership		✓	The savings may reduce the quality of education in Merton's schools with an adverse impact on CYP and their families. The effective targeting of residual services will be used to mitigate potential impact, particularly on those groups more at risk of educational underperformance.
Pregnancy & Maternity		✓	
Race		✓	
Religion/ belief		✓	
Sex (Gender)		✓	
Sexual orientation		✓	
Socio-economic status		✓	
<p>If you have identified a negative impact, how do you plan to mitigate it?</p>			
<p>An even greater focus on schools with the greatest level of need and the lowest outcomes.</p>			
Stage 4: Conclusion of the Equality Analysis			

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

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

Stage 5: Improvement Action Pan

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Possible detrimental effect on pupils with low socio-economic status	Increased targeting of those schools where pupil premium pupils are not achieving at national levels	In ROL outcomes showing progress measures for PP pupils,	October each year	Existing	Kate Saksena	Reinforcing current plan
	Close monitoring of school use of pupil premium funding					

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

This Equality Analysis has resulted in an Outcome 3 Assessment

The proposal is to make savings to meet MTFs targets by reducing MSI services. There is likely to be an adverse impact on CYP and their families, which may be more significant for those with socio-economic problems, but should not impact disproportionately on other protected characteristics / equalities groups. The proposal is being made because savings have to be made and cuts to other service areas would have more serious impact, and / or would threaten delivery in accordance with statutory requirements.

Stage 7: Sign off by Director/ Assistant Director			
Assessment completed by	Kate Saksena, Service Manager SSQ Penny Badcoe, Business Partner	Signature: Kate Saksena	Date: December 2013
Improvement action plan signed off by Director/ Assistant	Jan Martin, AD Education	Signature:	Date:

Equality Analysis

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

What are the proposals being assessed?	Deletion of Assistant Director post
Which Department/ Division has the responsibility for this?	Customer Services/Corporate Services

Stage 1: Overview	
Name and job title of lead officer	Sean Cunniffe, Head of Customer Contact
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Deletion of Assistant Director post within Corporate Services (CS60)
2. How does this contribute to the council's corporate priorities?	Reduction of budget
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	A position has been vacant since August 2011 with the duties shared by Head of Revenues & Benefits and Head of Customer Contact. No affect on customers or staff. The implementation of the Customer Contact programme will require a revision of the top level structure within Corporate Services.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No

Stage 2: Collecting evidence/ data

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

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

No affect by the deletion of this post.

Stage 3: Assessing impact and analysis

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

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

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

None identified

Stage 4: Conclusion of the Equality Analysis

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

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

Outcome 1 – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**

Outcome 2 – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**

Outcome 3 – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have ‘due regard’ and you are advised to seek Legal Advice.**

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

Stage 5: Improvement Action Plan

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

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

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

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome [add](#) Assessment

Please include here a summary of the key findings of your assessment.

- What are the key impacts – both negative and positive – you have identified?
- Are there any particular groups affected more than others?
- What course of action are you advising as a result of this assessment?
- If your EA is assessed as Outcome 3 and you suggest to proceeding with your proposals although a negative impact has been identified that may not be possible to fully mitigate, explain your justification with full reasoning.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Sean Cunniffe, Head of Customer Contact	Signature: S Cunniffe	Date: 12.12.13
Improvement action plan signed off by Director/ Head of Service	Caroline Holland, Director of Corporate Services	Signature:	Date:

Equality Analysis

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

What are the proposals being assessed?	Corporate Services savings proposals for: i) CHAS dividend (CS61), ii) appropriate recharging for support of Public Health (CS62)
Which Department/ Division has the responsibility for this?	Corporate Services, Resources Division

Stage 1: Overview	
Name and job title of lead officer	Paul Dale, Interim Assistant Director Resources
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The savings proposals above will result in no reduction to service provision as they result in additional income and appropriate charging for services.
2. How does this contribute to the council's corporate priorities?	These proposals contribute to "Corporate Capacity" and the delivery of sound financial management by balancing the budget.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	There should be no impact on service delivery or our customers. Public Health funding allocations will allow for appropriate charging by support services.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	None

Stage 2: Collecting evidence/ data

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

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

CHAS dividend is income above that already contained within revenue estimates
Recharges to Public Health are based on the actual support given to the service since it transferred in April 2013.

Stage 3: Assessing impact and analysis

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

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

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

Not applicable

Stage 4: Conclusion of the Equality Analysis

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

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

Outcome 1 – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**

Outcome 2 – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**

Outcome 3 – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have ‘due regard’ and you are advised to seek Legal Advice.**

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

Stage 5: Improvement Action Plan

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

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

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

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome [add](#) Assessment

[From the analysis undertaken it is envisaged that the savings proposals will have no equalities impact.](#)

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Paul Dale, Interim AD Resources	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Caroline Holland, Director of Corporate Services	Signature:	Date:

Equality Analysis

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

What are the proposals being assessed?	Reorganisation of systems development and support arrangements. (Savings Proposal CS63 Budget Process 2014/5)
Which Department/ Division has the responsibility for this?	Business Improvement, Corporate Services

Stage 1: Overview	
Name and job title of lead officer	Sophie Ellis, Assistant Director of Business Improvement
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	To deliver financial savings of £162k over 20016/8 through the reorganisation of support arrangements for the Council's IT systems. This will be either through a reduction in post numbers and/or a reconfiguration of support across a different type/level of post. It is not possible at this stage to determine the approach in more detail as it will need to be informed by a more detailed analysis of the organisation's support requirements at the time. The proposals made here are based on the informed assumption that system support requirements will reduce over the interim period as the council's IT systems are rationalised and aligned.
2. How does this contribute to the council's corporate priorities?	The proposal sits within the Corporate Capacity theme and seeks to ensure a highly efficient IT system support service.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Internal customers – all staff/services reliant on IT systems supported by the division will be affected since the support arrangements will be reduced – either in terms of actual volume of officers available and/or the level of skills/expertise within the team. There is potential for a direct and tangible impact in particular on the IT Services Team in the Infrastructure & Transactions Division who require IT Systems' support when amending the Council's IT infrastructure. Staff – a reduction in posts and/or changes to the posts within the service. External customers – there is potential for a secondary impact on the council's service users should the proposed arrangements have a detrimental impact on the reliability/functionality of systems. The division works closely with the IT Services team in the Infrastructure & Transactions division to ensure a high quality IT infrastructure and systems architecture – responsibility for the former sits with I&T and for the latter with Business Improvement though collaborative working is essential to the effectiveness of both
4. Is the responsibility shared with another department, authority or organisation? If so, who are the	

partners and who has overall responsibility?

services.

Stage 2: Collecting evidence/ data

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

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

Analysis has been undertaken on organisational demand for the IT Systems service against the current systems architecture, as well as on the basis of the emerging target systems architecture arising out of the organisations transformation delivery planning.

The proposal is also developed on the basis of consultation with DMTs and service leads throughout 2013 to determine their anticipated needs. Further research and analysis will be required throughout the period to 2015/6 to achieve a more detailed understanding of the true demands of the service as major transformation projects in the intervening period come to a conclusion and benefits are realised.

Detailed analysis on the impact on staff and individual systems will need to be undertaken at this time. This will help determine the likely impact on particular groups or individuals within the external and internal customer group and staff affected by the proposal.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Reason
	Positive impact	Potential negative impact	
	Yes	No	
Age			Briefly explain what positive or negative impact has been identified Given that the proposal involves posts and staff there is potential for it to impact on some of these groups, although the likelihood of this is low given the scale of the changes proposed. It is not possible to state with certainty at this stage whether this is the case; detailed analysis will be needed nearer the time when it is known which posts are affected and in what ways. This will also clarify the impact on customer segments.
Disability		✓	
Gender Reassignment		✓	
Marriage and Civil Partnership			
Pregnancy and Maternity		✓	
Race		✓	
Religion/ belief		✓	
Sex (Gender)		✓	
Sexual orientation		✓	
Socio-economic status		✓	

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

A full EA will be conducted on the detailed proposal once it is clearer which posts will be affected and how. This analysis will explore the impact on affected staff and specific IT systems; the latter will help develop a clearer understanding of the potential impact on internal and external customer groups.

In the period between now and 2015/6 the service will work to deliver a series of transformational projects that rationalise and stabilise the Council's systems architecture to reduce reliance on highly professional expertise for problem resolution and customisation.

Stage 4: Conclusion of the Equality Analysis

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

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

Outcome 1 – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**

Outcome 2 – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**

Outcome 3 – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have 'due regard' and you are advised to seek Legal Advice.**

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

Stage 5: Improvement Action Plan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Staff	A full EA to be conducted in 2015/6 once affected posts are identified.	EA to be included in the consultation materials as per the Council's Managing Organisational Change procedure.	Q3 2015/6	Ex.	AD BI	Y
Internal customers	A full EA to be conducted in 2015/16 once affected systems are identified.	EA and consultation material will be shared with DMTs for approval	Q3 2015/6	Ex	AD BI	Y
External customers	As above	As above	Q3 2015/6	Ex	AD BI	Y

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome [add](#) Assessment

The proposed change will be managed in line with the Council's Managing Organisational Change procedure and therefore a full EA and detailed consultation will be undertaken and all mitigating actions identified through that process put in place.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Sophie Ellis, AD Business Improvement	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Caroline Holland, Director of Corporate Services	Signature:	Date:

Equality Analysis

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

What are the proposals being assessed?	Resources savings proposals for: i) reductions in treasury running costs (CS64), interest charged through cash management (CS68) and bank giro charges (CS67) ii) consolidation of various budgets (CS65), and iii) appropriate recharging for support of the Pension Fund (CS66)
Which Department/ Division has the responsibility for this?	Corporate Services, Resources Division

Stage 1: Overview	
Name and job title of lead officer	Paul Dale, Interim Assistant Director Resources
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The savings proposals above will result in no reduction to service provision as they result from service efficiencies and appropriate charging for services.
2. How does this contribute to the council's corporate priorities?	These proposals contribute to "Corporate Capacity" and the delivery of sound financial management by balancing the budget.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	There should be no impact on service delivery or our customers. The proposals will enable the same level of service to be delivered from a lower level of funding.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	None

Stage 2: Collecting evidence/ data

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

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

Historical spend on budgets has been reviewed and different processes and ways of working have been considered to deliver the savings required. It is not envisaged that these savings proposals will have any impact on service delivery.

Stage 3: Assessing impact and analysis

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

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

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

Not applicable

Stage 4: Conclusion of the Equality Analysis

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

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

Outcome 1 – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**

Outcome 2 – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**

Outcome 3 – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have ‘due regard’ and you are advised to seek Legal Advice.**

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

Stage 5: Improvement Action Plan

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

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

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

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome [add](#) Assessment

[From the analysis undertaken it is envisaged that the savings proposals will have no equalities impact.](#)

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Paul Dale, Interim AD Resources	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Caroline Holland, Director of Corporate Services	Signature:	Date:

Equality Analysis

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

What are the proposals being assessed?	Cease Councillors courier service and send out items electronically or via the standard postal system. (Savings Proposal CS69)
Which Department/ Division has the responsibility for this?	Corporate Services/Infrastructure & Transactions Division

Stage 1: Overview	
Name and job title of lead officer	Mark Humphries – Assistant Director Infrastructure & Transactions
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Reduce expenditure and achieve a financial saving by not using a courier to deliver documents directly to Councillors at home either by sending them out electronically and providing local printing facilities or alternatively sending them through the standard Royal Mail postal system.
2. How does this contribute to the council's corporate priorities?	More efficient and cost effective method of handling documents and papers which will reduce expenditure and provide a financial saving.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	This proposal will only affect Councillors.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No the delivery of the documents is the responsibility of Infrastructure and Transactions but the proposal is likely to have some impact on the Democratic Services team who collate all of the reports and information in preparation for Council and Committee meetings. The change of delivery arrangements is likely to mean that the time that is available for the production and collation of these documents is likely to reduce as it will take longer for the documents to be delivered.

Stage 2: Collecting evidence/ data

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

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

The frequency of the Councillors courier service has been reduce previously over a number of years which has had some impact on the timescales available for the production of reports and other supporting documents for Council and committee meetings.

Stage 3: Assessing impact and analysis

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

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

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

No negative impact identified.

Stage 4: Conclusion of the Equality Analysis

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

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

Outcome 1 – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**

Outcome 2 – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**

Outcome 3 – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have ‘due regard’ and you are advised to seek Legal Advice.**

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

Stage 5: Improvement Action Plan

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

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

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

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome of no negative impact of implementing the proposed change of service delivery

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Mark Humphries, Assistant Director Infrastructure & Transactions	Signature:	Date:16/12/13
Improvement action plan signed off by Director/ Head of Service	Caroline Holland, Director of Corporate Services	Signature:	Date:16/12/13

Equality Analysis

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

What are the proposals being assessed?	Proposal to apply a £3.00 charge to customers requesting a hard copy paper invoice for any services which are administered through the Transactional Services team. (Savings proposal CS70)
Which Department/ Division has the responsibility for this?	Corporate Services/ Infrastructure & Transactions Division

Stage 1: Overview	
Name and job title of lead officer	Mark Humphries, AD Infrastructure and Transactions
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	To encourage a shift towards E-billing and electronic invoicing, which will improve efficiency by reducing manual processing and also generate cost savings in respect to postage and stationery. If customers require a hard copy paper invoice it will be sent via the standard postal system but a £3.00 administration charge will be added to their account. This will also ensure that customers receive their invoices in a timely manner and as the invoice is payable upon receipt it should also improve the Council's cash flow arrangements.
2. How does this contribute to the council's corporate priorities?	Promoting the move towards using more cost effective channels is one of the underlying principles of the Customer Contact strategy, which looks to reduce operating costs and improve efficiency through the use of new technology and other E-commerce opportunities.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The proposal will affect a wide range of customers who pay for services provided by the Council; these include commercial organisations such as members of the Contractors Health and Safety scheme (CHAS) and potentially some local residents that pay for adult social care services and who have elected to receive invoices electronically. All customers will benefit from a reduction in the time taken to generate and issue invoices and ensure that they are received in a timely manner. This will also speed up the payment process improve cash flow and a reduced risk of penalty charges being made for late payment of invoices.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	There are a number of departments involved in the delivery of services which utilise Transactional Services team to produce and administer invoices, but this proposal does not have any direct impact on direct service provision.

Stage 2: Collecting evidence/ data

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

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

Customer Insight information that was collected as part of the Customer Contact programme shows that there are relatively high levels of digital inclusion across the country and also within the borough, and on that basis a gradual shift towards delivering invoices electronically to commercial organisations and other customers would not create any significant issues.

Evidence collected as part of a pilot scheme already being operated within Corporate Services for the year covering 2013/14 shows that over a third of the Councils Business Rates have been collected through electronic invoicing and E-payments in the first year of operation which demonstrates the scope to move customers on to more cost effective channels.

Stage 3: Assessing impact and analysis

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

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

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

No negative impact identified

Stage 4: Conclusion of the Equality Analysis

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

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

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

Stage 5: Improvement Action Plan

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

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

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

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome [add](#) Assessment

[From the analysis undertaken it is envisaged that the savings proposals will have no equalities impact.](#)

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Mark Humphries, Assistant Director Infrastructure & Transactions	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Caroline Holland, Director of Corporate Services	Signature:	Date:

Equality Analysis

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

What are the proposals being assessed?	Proposal to delete two “In-house” trainers posts within IT Service Delivery (Savings proposal CS71)
Which Department/ Division has the responsibility for this?	Corporate Services/ Infrastructure & Transactions Division

Stage 1: Overview	
Name and job title of lead officer	Mark Humphries – Assistant Director Infrastructure & Transactions
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	To deliver financial savings of £85k over the period 2016/18 by deleting the two full time trainers posts within the IT Service Delivery section. The proposal is to delete 2 FTE posts which currently deliver “In house” bespoke training on a number of corporate IT systems which include Carefirst, and re-provide this training through new on line E-learning packages which will be made available as part of new systems such as (SCIS) Social Care Information System which are currently being procured.
2. How does this contribute to the council’s corporate priorities?	The savings are required as part of the Medium Term Financial Strategy and it is felt that the training currently provided on IT systems can be delivered in a more cost effective and efficient manner.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Two full time members of staff who currently deliver the “In-house” training provision. Children Schools & Families and Community & Housing are likely to be most affected by this proposal as the vast majority of the training being delivered relates to systems used by these two departments
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Responsibility for the delivery of training on corporate IT systems currently sits with Infrastructure & Transactions but with the recent centralisation of Learning and Development budgets there may be opportunities to provide additional training and support for departments centrally if required.

Stage 2: Collecting evidence/ data

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

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

As part of the development of new IT systems, suppliers generally now include training packages and embedded online self-help modules which form part of the overall software package. This approach generally helps to speed up the initial roll out of new systems and information is updated on a regular basis to reflect any changes or upgrades which are applied to the system. This then allows users to adjust to these changes without the need for costly and time consuming face to face training which reduces cost and also minimizes disruption to service delivery.

Stage 3: Assessing impact and analysis

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

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

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

No negative impact identified

Stage 4: Conclusion of the Equality Analysis

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

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

Outcome 1 – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**

Outcome 2 – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**

Outcome 3 – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have ‘due regard’ and you are advised to seek Legal Advice.**

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

Stage 5: Improvement Action Plan

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

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

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

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome [add](#) Assessment

[From the analysis undertaken, it is envisaged that the savings proposal will have no adverse equalities impact.](#)

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Mark Humphries Assistant Director – Infrastructure & Transactions	Signature:	Date: 20/12/13
Improvement action plan signed off by Director/ Head of Service	Caroline Holland Director of Corporate Services	Signature:	Date:

Equality Analysis

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

What are the proposals being assessed?	Savings achieved through the consolidation of revenue budgets within Infrastructure & Transactions. (Savings proposal CS72)
Which Department/ Division has the responsibility for this?	Corporate Services/ Infrastructure & Transactions Division

Stage 1: Overview	
Name and job title of lead officer	Mark Humphries, Assistant Director Infrastructure & Transactions
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The savings proposals above will result in no reduction to service provision as they have been achieved through operational efficiencies.
2. How does this contribute to the council's corporate priorities?	Delivery of savings as required by the Medium Term Financial Strategy.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	There should be no adverse impact on service delivery or to our customers. The proposals will enable the same level of service to be delivered from a lower level of funding.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	None

Stage 2: Collecting evidence/ data

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

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

Historical spend on budgets has been reviewed and different processes and ways of working have been considered to deliver the savings required. It is not envisaged that these savings proposals will have any impact on service delivery.

Stage 3: Assessing impact and analysis

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

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

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

Not applicable

Stage 4: Conclusion of the Equality Analysis

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

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

Outcome 1 – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**

Outcome 2 – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**

Outcome 3 – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have ‘due regard’ and you are advised to seek Legal Advice.**

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

Stage 5: Improvement Action Plan

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

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

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

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome [add](#) Assessment

From the analysis undertaken it is envisaged that the savings proposals will have no equalities impact.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Mark Humphries, Assistant Director Infrastructure & Transactions	Signature:	Date: 20/12/13
Improvement action plan signed off by Director/ Head of Service	Caroline Holland, Director of Corporate Services	Signature:	Date:

Equality Analysis

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

What are the proposals being assessed?	Legal Services savings of £80,000 (£60k by 2017 and £20k by 2018) by deletion of 2 x FTE (CS73)
Which Department/ Division has the responsibility for this?	Corporate Governance Division, Corporate Services Department

Stage 1: Overview	
Name and job title of lead officer	Paul Evans, Assistant Director of Corporate Governance and Joint Head of Legal Services
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The deletion of two posts will be achieved by driving efficiencies in service delivery and changes in demand for legal support which are expected in the future.
2. How does this contribute to the council's corporate priorities?	These proposals contribute to "Corporate Capacity"
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The affected persons will be the Departments, Officer and Members of Merton, Richmond, Sutton and Kingston who use the legal service.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The responsibility is shared with the London Boroughs of Richmond, Sutton and the Royal Borough of Kingston upon Thames who all contribute to the funding of the South London Legal Partnership. The Shared Service Governance Board will determine how the savings will be applied.

Stage 2: Collecting evidence/ data

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

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

We would need to consider the protected characteristics of the complement of staff likely to be affected at the time the savings are required. As this is not until 2017/18 and the establishment is fluid it is not possible to undertake this analysis at this time. It is, however, unlikely that there will be a negative impact.

Stage 3: Assessing impact and analysis

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

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

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

N/A

Stage 4: Conclusion of the Equality Analysis

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

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

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

Stage 5: Improvement Action Plan

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

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

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

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome [add](#) Assessment

[From the analysis undertaken it is envisaged that the savings proposals will have no equalities impact.](#)

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Fiona Thomsen, Head of Shared Legal Services	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Paul Evans, AD Corporate Governance	Signature:	Date:

Equality Analysis

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

What are the proposals being assessed?	HR savings of £127,000 (CS74 - £69k for 2016/2017 and CS75 - £58k for 2017/18) by deletion of 3 x FTE in total and procurement economies of scale from partnership work with other councils
Which Department/ Division has the responsibility for this?	HR Division, Corporate Services Department

Stage 1: Overview	
Name and job title of lead officer	Dean Shoesmith, Joint Head of HR Services
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The deletion of two posts in the central operations team will be achieved by driving efficiencies in service delivery consolidation of shared structures. The deletion of one post in L&D will be achieved by further efficiency measures through reorganisation and service consolidation.
2. How does this contribute to the council's corporate priorities?	These proposals contribute to "Corporate Capacity"
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The affected persons will be the Departments, Officer and Members of Merton and Sutton who use the HR service.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The responsibility is shared with the London Borough of Sutton. The responsibility has potential for being shared more widely dependent on the review of a four-borough HR shared service with Kingston and Richmond. The HR Shared Service Governance Board has governance to determine how the savings will be applied.

Stage 2: Collecting evidence/ data

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

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

We would need to consider the protected characteristics of the complement of staff likely to be affected at the time the savings are required. As this is not until 2017/18 and the establishment is fluid it is not possible to undertake this analysis at this time however the workforce is currently predominantly female and measurement will be taken before and after the recommended changes

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		✓		✓	
Disability		✓		✓	
Gender Reassignment		✓		✓	
Marriage and Civil Partnership		✓		✓	
Pregnancy and Maternity		✓		✓	
Race		✓		✓	
Religion/ belief		✓		✓	
Sex (Gender)		✓	✓		The affected part of the workforce is predominantly female
Sexual orientation		✓		✓	
Socio-economic status		✓		✓	

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

Ensure a fair, consistent application of selection for redundancy procedures and monitor impact before and after implementation of the measures

Stage 4: Conclusion of the Equality Analysis

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

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

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

Stage 5: Improvement Action Plan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Potential gender impact on a predominantly female workforce	Ensure a fair, consistent application of selection for redundancy procedures and monitor impact before and after implementation of the measures	Seek to ensure the representation of staff.	31/3/17 and 31/3/18	No	Marissa Bartlett and Kim Brown	Yes

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome [add](#) Assessment

- Ensure a fair, consistent application of selection for redundancy procedures and monitor impact before and after implementation of the measures may not be possible to fully mitigate, explain your justification with full reasoning.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Dean Shoesmith, Joint Head of HR	Signature:	Date:23/12/13
Improvement action plan signed off by Director/ Head of Service	Caroline Holland, Director of Corporate Services	Signature:	Date:23/12/13

Equality Analysis

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

What are the proposals being assessed?	<p>EV02: Increase by £5 per year parking permits in the following categories: Teachers, Trade and Business permits.</p> <p>EV11 : increase by 10% (average) pay and display parking charges for all On and Off Street locations</p>
Which Department/ Division have the responsibility for this?	Environment & Regeneration, PP&D

Stage 1: Overview	
Name and job title of lead officer	Paul Walshe Parking Services Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	These increase in charges to parking permits and pay and display parking charges are where we have not made changes for over 3 years. The aim is to manage demand to improve the availability of parking spaces for ad hoc parking. Before any increases are implemented a survey must be carried to show if demand during peak times of operation reach or exceeded 85% of capacity as apposed to an average figure. The 85% figure is an industry benchmark.
2. How does this contribute to the council's corporate priorities?	Improves the availability of parking spaces leading to improved resident and customer satisfaction.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The residents and the ad hoc users of Permit and On Street pay and display parking bays will benefit by the increase in charges as the aim of any increase in charges to reduce demand for these types of parking spaces. The existing purchasers of these types of parking spaces and permits will be negatively affected as they will be required to pay more for to park.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No

Stage 2: Collecting evidence/ data

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

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

As part of these proposals an assessment of the capacity issues will need to be undertaken to confirm if there is a need to increase costs as way of managing demand. The groups using this service are Businesses, Trade, Teachers and the public in general. Whilst there will be impact due to an increase in costs to park groups such as blue badge holders will not be adversely affected and in fact may benefit as they are allowed to park in the parking spaces that we are attempting to increase capacity.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age				X	There is no data that indicates the types of groups as listed below will be affected by these proposals.
Disability				X	As above
Gender Reassignment				X	As above
Marriage and Civil Partnership				X	As above
Pregnancy and Maternity				X	As above
Race				X	As above
Religion/ belief				X	As above
Sex (Gender)				X	As above
Sexual orientation				X	As above
Socio-economic status				X	Whilst the status is unknown about this group the fact that the intention is to increase the costs of parking permits by £5 and pay and display parking may adversely affect this group.

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

If negative impacts are identified through any monitoring then an action plan will try to address this as far as is practicable.

Stage 4: Conclusion of the Equality Analysis

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

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

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

Stage 5: Improvement Action Plan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
If any identified through service level changes	Action plan to mitigate	Measuring customer feedback	2014	Existing	Paul Walshe	Included as part of service review plan.

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


Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome [add](#) Assessment

The realignment of management structures will ensure that there is no negative impact arising from this proposal.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Paul Walshe Parking Services Manager	Signature: Paul Walshe	Date: 29/11/2012
Improvement action plan signed off by Director/ Head of Service	John Hill , Head of Public Protection and Development	Signature: 	Date: 30/11/2012

Equality Analysis

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

What are the proposals being assessed?	EV03, EV04, EV05, EV06, EVO7: Deletion of 2 enforcement officer posts Deletion of 1 admin officer(outsource admin functions) Deletion of 1 admin officer (Shared service DC and BC admin) Deletion of 2 planning officers Deletion of 1 Development Control/ BC area team leader
Which Department/ Division has the responsibility for this?	PP@D/ E @ R

Stage 1: Overview	
Name and job title of lead officer	Neil Milligan
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Designed to deliver savings from 2015/16. The aim is to make financial savings whilst seeking to retain a statutory planning function. These proposed savings are in addition to others previously agreed.
2. How does this contribute to the council's corporate priorities?	This is a savings proposal and whilst it seeks to retain the statutory function it does not directly contribute to Corporate priorities. Service standards will be affected.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The reduction of the posts will result in a reduced capacity to support the planning applications processes resulting reduced ability to meet any government set performance targets. Applicants and residents will therefore receive a reduced service. Equalities groups are represented in the population served.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall	No

Stage 2: Collecting evidence/ data

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

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

There is very limited information presently collected on such groups using the service. Planning applications are often submitted by planning agents and developers on behalf of residents. It is not believed that the equality groups are disproportionately represented in the client population in terms of planning applicants. Unauthorised development requiring enforcement action takes place in all parts of the borough. With the capacity of the team reduced, all groups would experience a reduced service.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		X	X		No evidence that any protected group will be disproportionately impacted'
Disability		X	X		
Gender Reassignment		X	X		
Marriage and Civil Partnership		X	X		
Pregnancy and Maternity		X	X		
Race		X	X		
Religion/ belief		X	X		
Sex (Gender)		X	X		
Sexual orientation		X	X		
Socio-economic status		X	X		

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

It is not believed that there would be a disproportionate impact on equality groups. Planning applicants are likely to have higher socio economic status since they are usually property owners and seeking to invest capital funds in development activity. The negative impact from these proposed budget changes cannot be wholly mitigated for any group. In the first instance better information on service users and impact would need to be sought in order to identify the impact and what action if any could be taken, however there are limited funds to support such activity.

Stage 4: Conclusion of the Equality Analysis

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

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

- Outcome 1** – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**
- Outcome 2** – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**
- Outcome 3** – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have 'due regard' and you are advised to seek Legal Advice.**
- Outcome 4** – The EA shows actual or potential unlawful discrimination. **Stop and rethink your proposals.**

Stage 5: Improvement Action Plan

9. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? E.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Identified through significant service level reductions	Action plan to mitigate (subject to resources)	Measuring customer feedback. Significant complaint numbers inevitable	2016	additional for monitoring	Neil Milligan	no

Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

Stage 6: Reporting outcomes

10. Summary of the equality analysis

This section can also be used in your decision making reports (CMT/Cabinet/etc) but you must also attach the assessment to the report, or provide a hyperlink

This Equality Analysis has resulted in an Outcome [3](#) Assessment

There is a negative impact on all of the groups identified since the proposals involve the reduction in the size of the planning and planning enforcement function DC, however, there is no disproportionate effect on any protected group. Therefore, the range and breadth of service will be reduced to such an extent that it will affect members of the public, businesses, partner organisations, corporate objectives and regeneration proposals designed to benefit all groups. There is little if any mitigation that can be put in place to address this. The equality groups affected are not disproportionately affected.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Neil Milligan Building and Development Control Manager	Signature: Neil Milligan	Date: 20/12/2013
Improvement action plan signed off by Director/ Head of Service	John Hill , Head of Public Protection and Development / Chris Lee Director	Signature:	Date: 6.1.14

What are the proposals being assessed? Which Department/ Division has the responsibility for this?	Renegotiation of the Leisure Centres Contract EV09 Environment & Regeneration Department / Sustainable Communities Division
Stage 1: Overview	
<p>Name and job title of lead officer</p> <p>1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)</p>	<p>Christine Parsloe, Leisure & Culture Development Manager</p> <p>1.) Energy Savings – Remove the requirement of the contractor to invest £30k per annum for the next 7 years in energy savings initiatives and replace this with a one off bid to central government for investment into energy savings initiatives which the council would procure and implement with the contractor.</p> <p>2) Energy Savings – Bring back in house the responsibility for the payment of the energy bills making savings through tariff, etc. The negotiation will require the contractor still to take a usage risk, whilst the council would take back the tariff risk.</p> <p>3) Additional income generation through operation of the new floodlit multi-use games area within the contract, whilst still maintaining a mixed economy of use on the new facilities in order to meet the external funding agreements, sports development plan and local needs</p> <p>4) Pensions savings – the roll out of the Governments Opt-Out Pensions Agreement is now rolling out and there are some savings from this roll out.</p>
<p>2. How does this contribute to the council's corporate priorities?</p>	<p>Delivers savings through doing our business with our contractors differently making efficiency savings. Delivers increased opportunities for sports & physical activity participation by all the community including those who can afford, thus generating additional income.</p>
<p>3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.</p>	<p>1, 2 & 4 - These will affect the contractors (GLL), LB Merton's Facilities and Leisure & Culture Development Teams who will all have changes to the way in which back office functions take place. This proposal benefits the Council by making savings</p> <p>3 - This will affect the contractors (GLL) and external customers in the delivery of new activities on the new sports facility. This proposal will benefit the local community and external customers by creating increased sporting and physical activity opportunities whilst making savings for the council through increased income.</p>
<p>4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?</p>	<p>This responsibility is shared with the contractor, Greenwich Leisure Limited, and our Corporate Services Facilities Team and will require Legal Team support to carry out the contract change notices. External Funding Partners are supporting the building of the new Floodlit Multi-use Games Area. Overall the responsibility is jointly shared by the Environment & Regeneration Department (on behalf of the Council) and the Contractor, Greenwich Leisure Limited</p>

Stage 2: Collecting evidence/ data

5. What evidence have you considered as part of this assessment?

Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

There are no negative equality impacts in this submission, rather the construction of two floodlit lit multi-use games areas will increase opportunities for sports & physical activities in the Mitcham area.

Stage 3: Assessing impact and analysis

6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	X			X	Football development plan will target people of all ages to increase physical activity
Disability	X			X	Football development plan will target disabled people to increase physical activity
Gender Reassignment		X		X	
Marriage and Civil Partnership		X		X	
Pregnancy and Maternity		X		X	
Race	X			X	Football development plan will welcome all people to increase physical activity and target any specific groups as appropriate
Religion/ belief		X		X	
Sex (Gender)	X			X	Football development plan will target women & girls to increase sport & physical activity
Sexual orientation		X		X	
Socio-economic status	X			X	Football development plan will ensure that there are a range of activities, events and programmes to suit all people including charges levied

7. If you have identified a negative impact, how do you plan to mitigate it?

None.

Stage 4: Conclusion of the Equality Analysis

8. Which of the following statements best describe the outcome of the EA (Tick one box only)

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

- Outcome 1** – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**
- Outcome 2** – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**
- Outcome 3** – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have 'due regard' and you are advised to seek Legal Advice.**
- Outcome 4** – The EA shows actual or potential unlawful discrimination. **Stop and rethink your proposals.**

Stage 5: Improvement Action Plan

9. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?

Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

Stage 6: Reporting outcomes

10. Summary of the equality analysis

This section can also be used in your decision making reports (CMT/Cabinet/etc) but you must also attach the assessment to the report, or provide a hyperlink

This Equality Analysis has resulted in an Outcome [add](#) Assessment

In assessing these savings proposals it is clear that the burden of work will fall onto officers of the Council and the Contractor, GLL. All parties have already had early discussions and are working to bring these savings to fruition whilst minimizing any burden these changes may cause. From an equalities point of view none of these changes cause any concerns. On the introduction of a Floodlit Multi-use Games Area which will be added into the Leisure Management Contract, there is in place a Football Development Plan that will become a contractual obligation on GLL to deliver thus protecting the equalities issues that could arise in terms of access, costs and ability to participate. This is of positive benefit to the local community as it creates an opportunity that would not have otherwise had and it is in public ownership hence access to all can be protected through the contract. There are no negative impacts in this savings proposal. No particular groups will be affected more than another. There are no courses of action required as part of this assessment.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Christine Parsloe Leisure & Culture Development Manager	Signature:	Date: 18 December 2013
Improvement action plan signed off by Director/ Head of Service	James McGinlay Head of Sustainable Communities	Signature:	Date: 18 December 2013

Equality Analysis



What are the proposals being assessed?	EV10 Specific proposals will be determined for the Greenspaces service through the TOM process
Which Department/ Division has the responsibility for this?	Environment & Regeneration/Greenspaces

Stage 1: Overview	
Name and job title of lead officer	Doug Napier, Greenspaces Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Specific proposals will be determined through the TOM process in order to generate budget savings either through reduced expenditure and/or increased income generation
2. How does this contribute to the council's corporate priorities?	The proposals will support efforts to ensure that the council operates more efficiently and at reduced cost, recognising current corporate priorities insofar as possible
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	A range of customers are likely to be affected including staff, service users and stakeholders and partners. The outcome will contribute to the overall operation efficiency of the service and the council as a whole
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	To be determined through the TOM process, but it is highly likely that some of the proposals will be shared with other departments and partners

Stage 2: Collecting evidence/ data

5. What evidence have you considered as part of this assessment?

Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

The evidence considered will depend upon the nature of the proposals developed through the TOM process

Stage 3: Assessing impact and analysis

6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	TBC	TBC	TBC	TBC	TBC
Disability	TBC	TBC	TBC	TBC	TBC
Gender	TBC	TBC	TBC	TBC	TBC
Reassignment	TBC	TBC	TBC	TBC	TBC
Marriage and Civil Partnership	TBC	TBC	TBC	TBC	TBC
Pregnancy and Maternity	TBC	TBC	TBC	TBC	TBC
Race	TBC	TBC	TBC	TBC	TBC
Religion/ belief	TBC	TBC	TBC	TBC	TBC
Sex (Gender)	TBC	TBC	TBC	TBC	TBC
Sexual orientation	TBC	TBC	TBC	TBC	TBC
Socio-economic status	TBC	TBC	TBC	TBC	TBC

7. If you have identified a negative impact, how do you plan to mitigate it?

To be confirmed

Stage 4: Conclusion of the Equality Analysis

8. Which of the following statements best describe the outcome of the EA (Tick one box only)

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

- | | |
|-----|---|
| TBC | 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. |
| TBC | 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. |
| TBC | 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. |
| TBC | Outcome 4 – The EA shows actual or potential unlawful discrimination. Stop and rethink your proposals. |

Stage 5: Improvement Action Plan

9. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

Negative impact/gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/target)	By when	Existing or additional resources ?	Lead Officer	Action added to divisional / team plan?
TBC	TBC	TBC	TBC	TBC	Doug Napier	TBC
TBC	TBC	TBC	TBC	TBC	Doug Napier	TBC
TBC	TBC	TBC	TBC	TBC	Doug Napier	TBC

Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

Stage 6: Reporting outcomes

10. Summary of the equality analysis

This section can also be used in your decision making reports (CMT/Cabinet/etc) but you must also attach the assessment to the report, or provide a hyperlink

This Equality Analysis has resulted in an Outcome [add](#) Assessment

[To be confirmed](#)

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Doug Napier, Greenspaces Manager	Signature:	Date: 17/12/13
Improvement action plan signed off by Director/ Head of Service	James McGinlay Head of Sustainable Communities	Signature:	Date:

Funding of free schools

Capital

From the capital perspective, there are several grants from the DfE

Devolved Formula Capital (DFC) is calculated by formula on a school by school basis (£4k per school plus an amount per pupil depending on whether they are primary, secondary or SEN), DFC funds for academies or free schools do not pass through the local authority.

Capital Maintenance grant is allocated in the same proportions as DFC, so a Free School in Merton would have the same effect on our allocation for this grant as a Free School outside Merton (a very small reduction by reducing the remaining available funds).

Basic Need is based on forecast shortfall in pupil places in a Local Authority area. The 2013/14 and 2014/15 allocations were based on the difference between 2011/12 pupil places and forecast 2015/16 pupil numbers. This calculation considers all schools in the Local Authority area including Free Schools and Academies. Hence, any Free School opening in Merton would reduce the forecast shortfall in places and therefore the amount of Basic Need grant allocated to Merton, but all of this allocation would still come to the Council.

Capital Grants for establishing a free school would be a matter between the school and the DfE.

DfE can and do vary their funding allocation methods so the above could be subject to change.

Revenue

The annual revenue funding for Free Schools is based on the average funding received by maintained schools and Academies in the same local authority. The funding for each Free School will be calculated and paid by the Education Funding Agency (EFA) based on the funding model designed by the Department for Education.

The only funding Merton would need to pay from our DSG, would be SEN statement funding and Early Years funding for 2-4 year olds in the same manner as we currently do to Maintained Schools, Academies, and independent providers and would therefore not cause any cost pressure.

The potential revenue effect of new Free School could be via the impact on pupil numbers. If the new school draws pupils away from current maintained schools, the

reduced numbers will reduce grants like the DSG, Pupil Premium (PP) and the Education Services Grant (ESG) which is based on pupil numbers.

The DSG and PP will reduce the funding that existing schools receive should the free schools divert pupils from them. If the Free school attracts new pupils from outside the current pupil population it will not have this impact. Although the DSG will not impact financially on the GF, it could impact on the services the Local Authority deliver which are funded from the DSG.

The opening of a new free school (or academy) leads to a reduction in the Education Support Grant which is received as part of the council's central grants. Each Merton pupil in a new academy or free school leads to a reduction in the ESG of approximately £116.46 per pupil (at current rates).

Due to the increasing demand for school places the risk of schools losing existing pupil numbers is low. It would however depend where the school opens as opening in an over-subscribed area could impact on nearby maintained school numbers and could impact on the revenue funding for new expansions.

Housing Benefit Expenditure Increase

The 2013/14 mid year housing benefit expenditure shows an increase from the budgeted amount. The budgeted amount was £85.556 million and the mid year estimate was £98.323 million. The mid year estimate was based on actual expenditure figures as at week 18.

The DWP queried our estimate and stated that they thought it was high, so we undertook some analysis on caseload and rent levels.

Caseloads

We identified that whilst the caseload for housing association claimants remained fairly static since April 2012 but caseload for private rented sector claims have increased by over 5% over the past 18 months – (from June 12 to June 13 there was over a 5% increase in claims). Claims for non-HRA rent rebate (bed and breakfast and licenced accommodation) have also increased over the past 18 months

See caseload data below:

Caseload:

Month	HB Total	PRS	RSL	% rise	RR	% rise
Aug-13	13678	5963	7637	1%	78	26%
Jun-13	13650	5963	7624		63	
Mar-13	13567	5905	7600	2%	62	15%
Dec-12	13492	5753	7671		68	
Sep-12	13432	5695	7678		59	
Jun-12	13370	5666	7647		57	
Apr-12	13271	5597	7620		54	

PRS - private rented sector,
RSL - registered social landlord,
RR - rent rebate

Rent levels

Our largest housing associations had relatively high rent increases in April 13:
Merton Priory Homes - in excess of 5%
MOAT (old Pollards Hill housing stock) – between 4-5%
Wandle Housing Association - approximately 3%

In addition, the majority of our LHA room rates increased by just over 2% from April 12 to April 13.

As an example of the impact on expenditure, one claim for housing benefit based on a 2 bedroom LHA rate in Raynes Park, where the claimant was in receipt of full benefit would add approximately £13,500 to the total expenditure.

We have adjusted down our estimated expenditure to take account of the impact of the implementation of the benefit cap and the reduction in housing benefit. The DWP have accepted our estimated expenditure.

Movement in Capital Programme 2013-17 Since Approval in March 2013

These appendices are designed to provide scrutiny panels with up to date information on the movement of the capital programme since it was approved in March 2013. Month 8 (November 2013) monitoring information will form the basis of capital funding calculations, as such, detailed meetings have been held with budget managers to challenge budget forecasts. This has resulted in considerable movement in the proposed programme, which will be presented to Cabinet on 20 January 2014. The changes in the overall programme for 2013/14 since the presentation of October monitoring information are summarised below but see the financial monitoring report for the detail:

Department	Proactis Budget	Increase/ (Decrease)	Revised Budget
Community and Housing	2,362,930	(586,750)	1,776,180
Corporate Services	7,473,030	(1,990,570)	5,482,460
Children Schools and Families	20,044,510	(7,182,400)	12,862,110
Environment and Regeneration	14,665,620	(2,421,380)	12,244,240
Total Capital	44,546,090	(12,181,100)	32,364,990

This appendix contains three Annexes:

- (i) Provides the proposed summarised departmental programme – November 2013 Monitoring for 2014/15
- (ii) Provides the detailed departmental programme – November 2013 Monitoring for 2014/15 to 2017/18
- (iii) Provides the movement in the programme to 2017/18 since it was approved in March 2013. Change classifications include slippage, re-profiling, virement, new funding and other adjustments. All schemes for 2017/18 are new as this is the first time this year has been shown in detail.

Summary Capital Programme 2013-17 – November Monitoring

	Scrutiny Panel *	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18
Community and Housing					
Total Adult Social Care	HCOP	1,097,600	0	0	0
Total Housing	SC	1,240,000	0	0	0
Total Libraries	SC	0	350,000	550,000	0
Total		2,337,600	350,000	550,000	0

	Scrutiny Panel *	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18
Corporate Services					
Total Corporate Budgets	OSC	2,680,340	2,007,000	500,000	0
Total Business Improvements	OSC	1,525,000	0	0	0
Total Resources	OSC	561,700	0	0	0
Total Information Technology	OSC	417,000	584,000	1,862,000	1,806,000
Total Facilities Management	OSC	1,600,000	500,300	1,000,000	1,000,000
Total		6,784,040	3,091,300	3,362,000	2,806,000

Summary Capital Programme 2013-17 – November Monitoring

Environment and Regeneration	Scrutiny Panel *	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18
Total Footways Planned Works	SC	1,000,000	1,000,000	1,000,000	1,000,000
Total Greenspaces	SC	422,810	250,000	425,000	250,000
Total Highways General Planned Works	SC	612,670	412,000	419,000	419,000
Total Highways Planned Road Works	SC	1,500,000	1,500,000	1,500,000	1,500,000
Total Leisure Centres	SC	1,300,000	10,300,000	300,000	300,000
Total Other	SC	27,160	0	0	0
Total Regeneration Partnerships	SC	4,290,860	1,378,000	1,037,000	0
Total Plans and Projects	SC	70,000	0	0	0
Total Street Lighting	SC	410,000	200,000	462,000	290,000
Total Street Scene	SC	315,000	315,000	60,000	60,000
Total Transport for London	SC	1,839,000	1,839,000	0	0
Total Traffic and Parking Management	SC	135,000	135,000	150,000	156,000
Total Transport and Plant	SC	3,009,400	3,000,000	500,000	500,000
Total Safer Merton - CCTV & ASB	SC	145,000	0	0	0
Total Environmental Health	SC	1,264,000	764,000	784,000	340,000
Total Waste Operations	SC	60,000	60,000	20,000	20,000
Total		16,400,900	21,153,000	6,657,000	4,835,000

Summary Capital Programme 2013-17 – November Monitoring

Children, Schools and Families	Scrutiny Panel *	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18
Primary School Expansions					
Cranmer expansion	CYP	1,885,960	492,050	0	0
Cricket Grn Exp-Chapel Orchard	CYP	0	0	0	0
Dundonald expansion	CYP	1,728,000	2,740,410	1,117,000	0
Hillcross School Expansion	CYP	2,626,930	2,122,900	0	0
Joseph Hood Permanent Expansn	CYP	116,550	0	0	0
Merton Abbey	CYP	3,422,510	437,610	0	0
Pelham School Expansion	CYP	3,849,000	852,290	0	0
Poplar Permanent Expansion	CYP	3,125,200	953,170	0	0
St Mary's expansion	CYP	2,571,500	100,000	0	0
Singlegate expansion	CYP	3,606,750	600,000	0	0
Wimbledon Park expansion	CYP	60,000	0	0	0
22 FE School Expansion	CYP	0	95,000	2,575,000	2,075,000
23 FE School Expansion	CYP	0	0	100,000	555,000
24 FE School Expansion	CYP	0	0	100,000	1,625,000
25 FE School Expansion	CYP	0	0	100,000	1,625,000
26 FE School Expansion	CYP	0	0	0	618,780
27 FE School Expansion	CYP	0	0	0	300,000
28 FE School Expansion	CYP	0	0	0	300,000
Primary Expansion Contingency	CYP	2,000,000	0	0	0
Total Primary School Expansions		24,992,400	8,393,430	3,992,000	7,098,780
Other					
Devolved Formula Capital	CYP	45,310	0	0	0
Schools Access Initiative Inc	CYP	0	0	0	0
St Ann's Primary Phase	CYP	139,430	0	0	0
Total Schs Cap Maint & Accessibility	CYP	500,000	600,000	600,000	600,000
Liberty Primary School	CYP	0	0	0	0
Primary school autism unit	CYP	691,700	238,300	0	0
Perseid	CYP	800,000	500,000	0	0
Secondary School Autism Unit	CYP	350,000	850,000	0	0
Cricket Green	CYP	50,000	100,000	3,000,000	0
Youth&Comm centres reprovision	CYP	20,000	0	0	0
Secondary School expansion	CYP	275,000	1,475,000	14,495,000	13,700,000
Schools Equipment Loans	CYP	322,800	0	0	0
Total Other		3,194,240	3,763,300	18,095,000	14,300,000
Total		28,186,640	12,156,730	22,087,000	21,398,780

Detailed Capital Programme 2013-17 – November Monitoring

Community and Housing	Scrutiny Panel *	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18
Adult Social Care					
Laptops for Social Care Mngrs	HCOP	0	0	0	0
Laptops for Other Staff	HCOP	60,000	0	0	0
CareFirst report Development	HCOP	14,000	0	0	0
Excel Add-Ins	HCOP	3,000	0	0	0
Captive E-Learning CareFirst	HCOP	5,850	0	0	0
Telehealth	HCOP	43,750	0	0	0
Replacement SC System	HCOP	971,000	0	0	0
Total Adult Social Care		1,097,600	0	0	0
Housing					
8 Wilton Road	SC	480,000	0	0	0
Western Road *	SC	760,000	0	0	0
Total Housing		1,240,000	0	0	0
Libraries					
Relocation of Colliers Wood Library	SC	0	0	550,000	0
Library Self Service	SC	0	350,000	0	0
Total Libraries		0	350,000	550,000	0
TOTAL		2,337,600	350,000	550,000	0

Detailed Capital Programme 2013-17 – November Monitoring

Corporate Services	Scrutiny Panel *	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18
Corporate Budgets					
Acquisitions Budget	OSC	1,042,340	500,000	500,000	0
Transformation Budgets	OSC	638,000	507,000	0	0
Capital Bidding Fund	OSC	1,000,000	1,000,000	0	0
Total Corporate Budgets		2,680,340	2,007,000	500,000	0
Business Improvements					
Replace doc management system	OSC	740,000	0	0	0
Customer Contact Programme	OSC	785,000	0	0	0
Total Business Improvements		1,525,000	0	0	0
Resources					
Improving Information Systems	OSC	561,700	0	0	0
Total Resources		561,700	0	0	0
Information Technology					
Planned Replacement Programme	OSC	182,000	299,000	1,412,000	1,686,000
ITSD Enhancements	OSC	35,000	85,000	250,000	120,000
Multi-Functioning Device (MFD)	OSC	200,000	200,000	200,000	0
Total Information Technology		417,000	584,000	1,862,000	1,806,000
Facilities Management					
Civic Centre refurbishment	OSC	100,000	0	0	0
Energy Utility Invest to Save	SC	250,000	150,000	150,000	150,000
Invest to Save schemes-General	OSC	250,000	150,300	150,000	150,000
Water Safety Works	OSC	0	0	150,000	150,000
Asbestos Safety Works	OSC	0	0	250,000	250,000
Capital Works - Facilities	OSC	200,000	200,000	300,000	300,000
Civic Centre Passenger Lifts	OSC	650,000	0	0	0
Civic Centre Windows	OSC	150,000	0	0	0
Total Facilities Management		1,600,000	500,300	1,000,000	1,000,000
TOTAL		6,784,040	3,091,300	3,362,000	2,806,000

Detailed Capital Programme 2013-17 – November Monitoring

Children, Schools and Families	Scrutiny Panel *	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18
Primary School Expansions					
Cranmer expansion	CYP	1,885,960	492,050	0	0
Dundonald expansion	CYP	1,728,000	2,740,410	1,117,000	0
Hillcross School Expansion	CYP	2,626,930	2,122,900	0	0
Joseph Hood Permanent Expansn	CYP	116,550	0	0	0
Merton Abbey	CYP	3,422,510	437,610	0	0
Pelham School Expansion	CYP	3,849,000	852,290	0	0
Poplar Permanent Expansion	CYP	3,125,200	953,170	0	0
St Mary's expansion	CYP	2,571,500	100,000	0	0
Singlegate expansion	CYP	3,606,750	600,000	0	0
Wimbledon Park expansion	CYP	60,000	0	0	0
22 FE School Expansion	CYP	0	95,000	2,575,000	2,075,000
23 FE School Expansion	CYP	0	0	100,000	555,000
24 FE School Expansion	CYP	0	0	100,000	1,625,000
25 FE School Expansion	CYP	0	0	100,000	1,625,000
26 FE School Expansion	CYP	0	0	0	618,780
27 FE School Expansion	CYP	0	0	0	300,000
28 FE School Expansion	CYP	0	0	0	300,000
Primary Expansion Contingency	CYP	2,000,000	0	0	0
Total Primary School Expansions		24,992,400	8,393,430	3,992,000	7,098,780

Detailed Capital Programme 2013-17 – November Monitoring

Children, Schools and Families	Scrutiny Panel *	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18
Secondary School Expansions					
Scheme 1 Phased extra 4FE	CYP	50,000	150,000	2,800,000	0
Scheme 2 Phased extra 4FE	CYP	50,000	150,000	2,800,000	0
Scheme 3 Phased extra 4FE	CYP	50,000	150,000	2,800,000	0
Scheme 4 New school phased 6-8FE	CYP	100,000	1,000,000	4,000,000	7,000,000
Scheme 5 Phased extra 2FE	CYP	0	0	95,000	1,500,000
Scheme 6 Phased extra 2FE	CYP	25,000	25,000	1,900,000	3,000,000
Scheme 7 - extra 1FE	CYP	0	0	50,000	1,100,000
Scheme 8 - extra 1FE	CYP	0	0	50,000	1,100,000
Total Secondary School Expansions		275,000	1,475,000	14,495,000	13,700,000
Other					
Garden PCP	CYP	0	0	0	0
Devolved Formula Capital	CYP	45,310	0	0	0
Schools Access Initiative Inc	CYP	0	0	0	0
St Ann's Primary Phase	CYP	139,430	0	0	0
Breaks-disabled children grant	CYP	0	0	0	0
<i>Schools Cap Maint & Accessibility</i>	CYP	0	0	0	0
Schs Cap Maint & Accessibility	CYP	500,000	600,000	600,000	600,000
Cricket Gn-Imprved site access	CYP	0	0	0	0
Morden - Safer access scheme	CYP	0	0	0	0
Merton Pk- Entrance adaptation	CYP	0	0	0	0
Contingency	CYP	0	0	0	0
Beecholme - Automated Gates	CYP	0	0	0	0
Cricket Green - External Improvements	CYP	0	0	0	0
Lonesome - Main Heating etc.	CYP	0	0	0	0
St Marks Pri - Automated Gates	CYP	0	0	0	0
The Sherwood - Boiler & Perim. Fnc	CYP	0	0	0	0
West Wimb. - Boiler & Perim. Fnc	CYP	0	0	0	0
Wimb Chase - Dining Hall Roof	CYP	0	0	0	0
Total Schs Cap Maint & Accessibility		500,000	600,000	600,000	600,000
Liberty Primary School	CYP	0	0	0	0
Primary school autism unit	CYP	691,700	238,300	0	0
SSPeter & Paul PCP	CYP	0	0	0	0
Perseid	CYP	800,000	500,000	0	0
Secondary School Autism Unit	CYP	350,000	850,000	0	0
Cricket Green	CYP	50,000	100,000	3,000,000	0
Youth&Comm centres reprovion	CYP	20,000	0	0	0
B631 - Solar PV Raynes Prk Pav	CYP	0	0	0	0
Raynes Park Sports Pavilion	CYP	0	0	0	0
<i>Total Raynes Park Sports Pavilion</i>	CYP	0	0	0	0
Ursuline School Loan	CYP	0	0	0	0
Schools Equipment Loans	CYP	322,800	0	0	0
Total Other		3,194,240	3,763,300	18,095,000	14,300,000
TOTAL		28,186,640	12,156,730	22,087,000	21,398,780

Detailed Capital Programme 2013-17 – November Monitoring

Environment and Regeneration	Scrutiny Panel *	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18
Footways Planned Works					
Repairs to Footways	SC	1,000,000	1,000,000	1,000,000	1,000,000
Total Footways Planned Works		1,000,000	1,000,000	1,000,000	1,000,000
Greenspaces					
Play Space Pollards Hill	SC	50,000	0	0	0
Parks Investment	SC	250,000	250,000	425,000	250,000
B488 Landscape Dundonald Rec G	SC	12,000	0	0	0
B617a-c Wimbledon Park upgrade	SC	15,030	0	0	0
B521 - Morden Park	SC	29,780	0	0	0
B596a&b,B625a-c Crckt Grn Area	SC	21,000	0	0	0
B626a-c Cottnhm Prk&HolInd Gdn	SC	28,000	0	0	0
B651 South Park Gardens Pavil	SC	17,000	0	0	0
Total Greenspaces		422,810	250,000	425,000	250,000
Highways General Planned Works					
Surface Water Drainage	SC	62,000	62,000	69,000	69,000
Highways bridges & structures	SC	370,000	260,000	260,000	260,000
Maintain AntiSkid and Coloured	SC	90,000	90,000	90,000	90,000
B497/8 Lombard Rd Improvements	SC	24,100	0	0	0
B646a Lombard Industrial Estat	SC	23,970	0	0	0
B639a Fair Green	SC	42,600	0	0	0
Total Highways General Planned Works		612,670	412,000	419,000	419,000
Highways Planned Road Works					
Borough Roads Maintenance	SC	1,500,000	1,500,000	1,500,000	1,500,000
Total Highways Planned Road Works		1,500,000	1,500,000	1,500,000	1,500,000
Leisure Centres					
Leisure Centre Plant & Machine	SC	300,000	300,000	300,000	300,000
Morden Park Pool and LC Invest	SC	1,000,000	10,000,000	0	0
Total Leisure Centres		1,300,000	10,300,000	300,000	300,000
Other E&R					
Big Lottery Play Areas	SC	27,160	0	0	0
Total Other		27,160	0	0	0
Regeneration Partnerships					
Industrial Estate Investment	SC	250,000	500,000	0	0
Colliers Wd- Regeneration Fund	SC	1,200,000	0	0	0
Mitcham Major schemes	SC	1,443,000	0	0	0
Restoration of South Park Gdns	SC	129,890	0	0	0
Sect106 Bottleneck Skills Grnt	SC	14,070	0	0	0
B611 - Comm Facilities in WTC	SC	15,000	0	0	0
Town Centre Investment	SC	750,000	878,000	1,037,000	0
Mitcham Town Centre Improvements	SC	360,000	0	0	0

Environment and Regeneration	Scrutiny Panel *	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 16/17
Colliers Wood Town Centre Improvements	SC	90,000	0	0	0
B550 Mitcham means Business	SC	38,900	0	0	0
Total Regeneration Partnerships		4,290,860	1,378,000	1,037,000	0
Plans and Projects					
Climate Change Initiatives	SC	70,000	0	0	0
Total Plans and Projects		70,000	0	0	0
Street Lighting					
Street Lighting Replacement Pr	SC	410,000	200,000	462,000	290,000
Total Street Lighting		410,000	200,000	462,000	290,000
Street Scene					
Street scene enhancements	SC	250,000	250,000	0	0
Street Tree Programme	SC	65,000	65,000	60,000	60,000
Total Street Scene		315,000	315,000	60,000	60,000
Transport for London					
Unallocated	SC	1,839,000	1,839,000	0	0
Total Transport for London		1,839,000	1,839,000	0	0
Traffic and Parking Management					
Traffic Schemes	SC	135,000	135,000	150,000	156,000
Total Traffic and Parking Management		135,000	135,000	150,000	156,000
Transport and Plant					
Replacement of Fleet Vehicles	SC	500,000	500,000	500,000	500,000
Network Rail	SC	9,400	0	0	0
Transportation Enhancements	SC	2,500,000	2,500,000	0	0
Total Transport and Plant		3,009,400	3,000,000	500,000	500,000
Safer Merton - CCTV & ASB					
CCTV (match funding)	SC	145,000	0	0	0
Total Safer Merton - CCTV & ASB		145,000	0	0	0
Environmental Health					
Disabled Facilities Grant DCLG	SC	1,224,000	444,000	444,000	0
Disabled Facilities Grant LBM	SC	0	280,000	280,000	280,000
Small Repairs Grant	SC	40,000	40,000	60,000	60,000
Total Environmental Health		1,264,000	764,000	784,000	340,000
Waste Operations					
Alley Gating Scheme - Fly Tip	SC	20,000	20,000	20,000	20,000
Re-use/recycling Site Maintena	SC	40,000	40,000	0	0
Total Waste Operations		60,000	60,000	20,000	20,000
TOTAL		16,400,900	21,153,000	6,657,000	6,657,000

Community & Housing - Movement in 2013-14 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 13/14	Slippage	Reprofiling	New Funding	Other Adjustments	Revised Budget as at November 2013
	£	£	£	£	£	£
Adult Social Care						
Laptops for Social Care Mngrs	0	2,100	0	0	0	2,100
Laptops for Other Staff	80,000	0	(60,000)	0	0	20,000
CareFirst report Development	12,800	1,200	(14,000)	0	0	0
Excel Add-Ins	3,000	0	(3,000)	0	0	0
Captive E-Learning CareFirst	9,510	0	(5,850)	0	0	3,660
Merton Information Portal	80,000	38,010	0	0	0	118,010
Adult Social care Collections	10,000	0	0	0	0	10,000
Telehealth	53,040	14,480	(43,750)	0	0	23,770
Contingency	71,000	0	(71,000)	0	0	0
Replacement SC System	900,000	0	(900,000)	0	0	0
Housing						
Birches Close	45,000	246,640	0	0	0	291,640
8 Wilton Road	271,000	0	(480,000)	259,000	0	50,000
Merton Dementia Hub	0	0	0	0	497,000	497,000
Western Road *	0	0	(760,000)	0	1,520,000	760,000
Libraries						
Relocation of Colliers Wood Library	0	0	0	0	0	0
Library Self Service	0	0	0	0	0	0
Total	1,535,350	302,430	(2,337,600)	259,000	2,017,000	1,776,180

Community & Housing - Movement in 2014-15 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 14/15	Virements	Reprofiling	New Funding	Other Adjustments	Revised Budget as at November 2013
	£	£	£	£	£	£
Adult Social Care						
Laptops for Social Care Mngrs	0	0	0	0	0	0
Laptops for Other Staff	0	0	60,000	0	0	60,000
CareFirst report Development	0	0	14,000	0	0	14,000
Excel Add-Ins	0	0	3,000	0	0	3,000
Captive E-Learning CareFirst	0	0	5,850	0	0	5,850
Merton Information Portal	0	0	0	0	0	0
Adult Social care Collections	0	0	0	0	0	0
Telehealth	0	0	43,750	0	0	43,750
Contingency	0	(71,000)	71,000	0	0	0
Replacement SC System	0	71,000	900,000	0	0	971,000
Housing						
Birches Close	0	0	0	0	0	0
8 Wilton Road	0	0	480,000	0	0	480,000
Merton Dementia Hub	0	0	0	0	0	0
Western Road *	0	0	760,000	0	0	760,000
Libraries						
Relocation of Colliers Wood Library	0	0	0	0	0	0
Library Self Service	0	0	0	0	0	0
Total	0	0	2,337,600	0	0	2,337,600

Community & Housing - Movement in 2015-17 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 15/16	New Funding	Other Adjustments	Revised Budget as at November 2013	Original Council Approved Budget 16/17	Revised Budget as at November 2013
	£	£	£	£	£	£
Adult Social Care						
Laptops for Social Care Mngrs	0	0	0	0	0	0
Laptops for Other Staff	0	0	0	0	0	0
CareFirst report Development	0	0	0	0	0	0
Excel Add-Ins	0	0	0	0	0	0
Captive E-Learning CareFirst	0	0	0	0	0	0
Merton Information Portal	0	0	0	0	0	0
Adult Social care Collections	0	0	0	0	0	0
Telehealth	0	0	0	0	0	0
Contingency	0	0	0	0	0	0
Replacement SC System	0	0	0	0	0	0
Housing						
Birches Close	0	0	0	0	0	0
8 Wilton Road	0	0	0	0	0	0
Merton Dementia Hub	0	0	0	0	0	0
Western Road *	0	0	0	0	0	0
Libraries						
Relocation of Colliers Wood Library	0	0	0	0	550,000	550,000
Library Self Service	0	350,000	0	350,000	0	0
Total	0	350,000	0	350,000	550,000	550,000

Corporate Services - Movement in 2013-14 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 13/14	Slippage	Virements	Reprofiling	New Funding	Other Adjustments	Revised Budget as at November 2013
	£	£	£	£	£	£	£
Corporate Budgets							
Acquisitions Budget	1,000,000	0	0	(969,270)	0	0	30,730
Transformation Budgets	990,000	0	(352,000)	(638,000)	0	0	0
Capital Bidding Fund	0	0	0	0	0	0	0
Business Improvements							
Replace doc management system	170,000	0	0	(170,000)	0	0	0
Customer Contact Programme	127,000	0	0	(127,000)	0	0	0
Corporate Governance							
CTTE DECISION MAKING SYSTEM	0	2,000	0	0	0	0	2,000
Legal Case Management	0	0	0	0	0	226,100	226,100
Resources							
Capital Reporting Project	27,380	0	(27,380)	0	0	0	0
Improving Information Systems	234,320	0	327,380	(561,700)	0	0	0
Information Technology							
Connect to N3 Netwrk NHS Spine	65,580	6,180	0	0	0	0	71,760
Disaster recovery	111,000	26,230	0	0	0	0	137,230
Planned Replacement Programme	675,000	54,050	0	630,000	62,980	114,000	1,536,030
ITSD Enhancements	155,000	0	0	0	0	0	155,000
IT Strategy - unallocated	6,500	35,000	0	0	0	0	41,500
Children's Centre Info System	0	0	0	0	0	0	0
Information lifecycle Mgt	0	0	0	0	0	0	0
Netwrk Outlying/Laptop Encrypt	0	0	0	0	0	0	0
Virtualisation	0	0	0	0	0	0	0
Condenser Replacement	0	0	0	0	0	0	0
Tvista network Manager Upgrade	0	0	0	0	0	0	0
Office 2007 Upgrade	0	0	0	0	0	0	0
Windows 7 Upgrade	0	0	0	0	0	0	0
Black Diamond Switch Replacemt	0	0	0	0	0	0	0
PABX	0	0	0	0	0	0	0
Replce ProviderInk/Homecare	0	0	0	0	0	0	0
E-Tendering	0	0	0	0	0	0	0
Multi-Functioning Device (MFD)	0	0	0	0	0	0	0
Facilities Management							
Civic Centre refurbishment	110,000	0	0	0	0	0	110,000
Gifford House Refurbishment	0	0	0	0	0	155,250	155,250
Energy Utility Invest to Save	100,000	0	0	(100,000)	0	0	0
Invest to Save schemes-General	273,000	0	227,300	(500,300)	0	0	0
Water Safety Works	0	0	0	0	0	0	0
Asbestos Safety Works	0	0	0	0	0	0	0
Pollards Hill RG- Access Works	40,000	0	0	0	0	0	40,000
Capital Works - Facilities	200,000	31,720	0	0	0	0	231,720
Civic Centre Passenger Lifts	0	0	0	0	0	0	0
Gifford House DDA Works	0	0	0	0	0	46,840	46,840
Security Improvements	0	340	0	0	0	0	340
Civic Centre Windows	2,967,000	30,960	0	0	0	(300,000)	2,697,960
Total	7,251,780	186,480	175,300	(2,436,270)	62,980	242,190	5,482,460

Corporate Services - Movement in 2014-15 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 14/15	Virements	Reprofiling	New Funding	Other Adjustments	Revised Budget as at November 2013
	£	£	£	£	£	£
Corporate Budgets						
Acquisitions Budget	1,000,000	(926,930)	969,270	0	0	1,042,340
Transformation Budgets	7,000	0	631,000	0	0	638,000
Capital Bidding Fund	1,000,000	0	0	0	0	1,000,000
Business Improvements						
Replace doc management system	570,000	0	0	0	170,000	740,000
Customer Contact Programme	658,000	0	0	0	127,000	785,000
Corporate Governance						
CTTE DECISION MAKING SYSTEM	0	0	0	0	0	0
Legal Case Management	0	0	0	0	0	0
Resources						
Capital Reporting Project	0	0	0	0	0	0
Improving Information Systems	0	0	561,700	0	0	561,700
Information Technology						
Connect to N3 Netwrk NHS Spine	0	0	0	0	0	0
Disaster recovery	0	0	0	0	0	0
Planned Replacement Programme	182,000	0	0	0	0	182,000
ITSD Enhancements	35,000	0	0	0	0	35,000
IT Strategy - unallocated	0	0	0	0	0	0
Children's Centre Info System	0	0	0	0	0	0
Information lifecycle Mgt	0	0	0	0	0	0
Netwrk Outlying/Laptop Encrypt	0	0	0	0	0	0
Virtualisation	0	0	0	0	0	0
Condenser Replacement	0	0	0	0	0	0
Tvista network Manager Upgrade	0	0	0	0	0	0
Office 2007 Upgrade	0	0	0	0	0	0
Windows 7 Upgrade	0	0	0	0	0	0
Black Diamond Switch Replacemt	0	0	0	0	0	0
PABX	0	0	0	0	0	0
Replce Providerlnk/Homecare	0	0	0	0	0	0
E-Tendering	0	0	0	0	0	0
Multi-Functioning Device (MFD)	0	0	0	200,000	0	200,000
Facilities Management						
Civic Centre refurbishment	100,000	0	0	0	0	100,000
Gifford House Refurbishment	0	0	0	0	0	0
Energy Utility Invest to Save	100,000	50,000	100,000	0	0	250,000
Invest to Save schemes-General	100,000	(50,000)	200,000	0	0	250,000
Water Safety Works	0	0	0	0	0	0
Asbestos Safety Works	0	0	0	0	0	0
Pollards Hill RG- Access Works	0	0	0	0	0	0
Capital Works - Facilities	200,000	0	0	0	0	200,000
Civic Centre Passenger Lifts	0	0	650,000	0	0	650,000
Gifford House DDA Works	0	0	0	0	0	0
Security Improvements	0	0	0	0	0	0
Civic Centre Windows	150,000	0	0	0	0	150,000
Total	4,102,000	(926,930)	3,111,970	200,000	297,000	6,784,040

Corporate Services - Movement in 2015-16 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 15/16	Virements	Reprofiling	New Funding	Other Adjustments	Revised Budget as at November 2013
	£	£	£	£	£	£
Corporate Budgets						
Acquisitions Budget	0	0	0	500,000	0	500,000
Transformation Budgets	500,000	0	7,000	0	0	507,000
Capital Bidding Fund	1,000,000	0	0	0	0	1,000,000
Business Improvements						
Replace doc management system	0	0	0	0	0	0
Customer Contact Programme	0	0	0	0	0	0
Corporate Governance						
CTTE DECISION MAKING SYSTEM	0	0	0	0	0	0
Legal Case Management	0	0	0	0	0	0
Resources						
Capital Reporting Project	0	0	0	0	0	0
Improving Information Systems	0	0	0	0	0	0
Information Technology						
Connect to N3 Netwrk NHS Spine	0	0	0	0	0	0
Disaster recovery	0	0	0	0	0	0
Planned Replacement Programme	940,000	0	(630,000)	0	(11,000)	299,000
ITSD Enhancements	85,000	0	0	0	0	85,000
IT Strategy - unallocated	0	0	0	0	0	0
Children's Centre Info System	0	0	0	0	0	0
Information lifecycle Mgt	0	0	0	0	0	0
Netwrk Outlying/Laptop Encrypt	0	0	0	0	0	0
Virtualisation	0	0	0	0	0	0
Condenser Replacement	0	0	0	0	0	0
Tvista network Manager Upgrade	0	0	0	0	0	0
Office 2007 Upgrade	0	0	0	0	0	0
Windows 7 Upgrade	0	0	0	0	0	0
Black Diamond Switch Replacemt	0	0	0	0	0	0
PABX	0	0	0	0	0	0
Replce ProviderInk/Homecare	0	0	0	0	0	0
E-Tendering	0	0	0	0	0	0
Multi-Functioning Device (MFD)	0	0	0	200,000	0	200,000
Facilities Management						
Civic Centre refurbishment	0	0	0	0	0	0
Gifford House Refurbishment	0	0	0	0	0	0
Energy Utility Invest to Save	0	150,000	0	0	0	150,000
Invest to Save schemes-General	0	(150,000)	300,300	0	0	150,300
Water Safety Works	0	0	0	0	0	0
Asbestos Safety Works	0	0	0	0	0	0
Pollards Hill RG- Access Works	0	0	0	0	0	0
Capital Works - Facilities	200,000	0	0	0	0	200,000
Civic Centre Passenger Lifts	650,000	0	(650,000)	0	0	0
Gifford House DDA Works	0	0	0	0	0	0
Security Improvements	0	0	0	0	0	0
Civic Centre Windows	0	0	0	0	0	0
Total	3,375,000	0	(972,700)	700,000	(11,000)	3,091,300

Corporate Services - Movement in 2016-17 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 16/17	New Funding	Other Adjustments	Revised Budget as at November 2013
	£	£	£	£
Corporate Budgets				
Acquisitions Budget	500,000	0	0	500,000
Transformation Budgets	0	0	0	0
Capital Bidding Fund	0	0	0	0
Business Improvements				
Replace doc management system	0	0	0	0
Customer Contact Programme	0	0	0	0
Corporate Governance				
CTTE DECISION MAKING SYSTEM	0	0	0	0
Legal Case Management	0	0	0	0
Resources				
Capital Reporting Project	0	0	0	0
Improving Information Systems	0	0	0	0
Information Technology				
Connect to N3 Netwrk NHS Spine	0	0	0	0
Disaster recovery	0	0	0	0
Planned Replacement Programme	1,422,000	0	(10,000)	1,412,000
ITSD Enhancements	250,000	0	0	250,000
IT Strategy - unallocated	0	0	0	0
Children's Centre Info System	0	0	0	0
Information lifecycle Mgt	0	0	0	0
Netwrk Outlying/Laptop Encrypt	0	0	0	0
Virtualisation	0	0	0	0
Condenser Replacement	0	0	0	0
Tvista network Manager Upgrade	0	0	0	0
Office 2007 Upgrade	0	0	0	0
Windows 7 Upgrade	0	0	0	0
Black Diamond Switch Replacemt	0	0	0	0
PABX	0	0	0	0
Replce ProviderInk/Homecare	0	0	0	0
E-Tendering	0	0	0	0
Multi-Functioning Device (MFD)	0	200,000	0	200,000
Facilities Management				
Civic Centre refurbishment	0	0	0	0
Gifford House Refurbishment	0	0	0	0
Energy Utility Invest to Save	150,000	0	0	150,000
Invest to Save schemes-General	150,000	0	0	150,000
Water Safety Works	150,000	0	0	150,000
Asbestos Safety Works	250,000	0	0	250,000
Pollards Hill RG- Access Works	0	0	0	0
Capital Works - Facilities	300,000	0	0	300,000
Civic Centre Passenger Lifts	0	0	0	0
Gifford House DDA Works	0	0	0	0
Security Improvements	0	0	0	0
Civic Centre Windows	0	0	0	0
Total	3,172,000	200,000	(10,000)	3,362,000

Children, Schools and Families - Movement in 2013-14 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 13/14	Slippage	Revenuisation	Virements	Reprofiling	Other Adjustments	Revised Budget as at November 2013
	£	£	£	£	£	£	£
Primary School Expansions							
All Saints/ South Wim YCC exp	0	157,440	0	9,130	0	53,370	219,940
Aragon expansion	0	129,140	0	58,630	0	0	187,770
Benedict expansion	0	19,460	0	(21,110)	0	38,320	36,670
Cranmer expansion	4,001,000	18,420	(144,460)	0	(1,885,960)	0	1,989,000
Cricket Grn Exp-Chapel Orchard	60,000	0	0	15,380	0	(28,040)	47,340
Dundonald expansion	4,761,940	55,190	0	0	(4,617,000)	0	200,130
Gorringe Park expansion	961,670	5,740	0	(80,000)	(36,660)	0	850,750
Hillcross School Expansion	2,527,940	86,000	(191,910)	120,000	(1,872,900)	0	669,130
Hollymount Permanent Expansion	0	48,750	0	(24,750)	0	6,000	30,000
Holy Trinity Expansion	224,370	18,120	0	0	0	0	242,490
Joseph Hood Permanent Expansn	199,000	452,400	0	(339,940)	(116,550)	0	194,910
Liberty expansion	0	34,340	0	41,850	0	0	76,190
Merton Abbey	2,018,840	223,970	(28,290)	290,000	(1,841,000)	0	663,520
Pupil Growth - Unallocated	0	0	0	0	0	0	0
Pelham School Expansion	1,121,190	82,910	(219,250)	200,000	(626,290)	0	558,560
Poplar Permanent Expansion	587,550	211,150	(29,290)	293,780	(41,440)	0	1,021,750
St Mary's expansion	2,266,600	186,610	0	(535,000)	(1,403,960)	0	514,250
Singlegate expansion	4,245,760	0	(105,000)	0	(3,826,750)	0	314,010
William Morris PCP	0	32,740	0	0	0	0	32,740
Wimbledon Chase DCSF grant	0	95,810	0	(17,590)	0	0	78,220
Wimbledon Park expansion	2,127,340	331,150	0	5,000	110,000	0	2,573,490
22 FE School Expansion	545,000	0	0	0	(500,000)	(45,000)	0
23 FE School Expansion	225,000	0	0	0	(175,000)	(50,000)	0
24 FE School Expansion	0	0	0	0	0	0	0
25 FE School Expansion	0	0	0	0	0	0	0
26 FE School Expansion	0	0	0	0	0	0	0
27 FE School Expansion	0	0	0	0	0	0	0
28 FE School Expansion	0	0	0	0	0	0	0
29 FE School Expansion	0	0	0	0	0	0	0
Primary Expansion Contingency	0	0	0	0	0	0	0

Children, Schools and Families - Movement in 2013-14 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 13/14	Slippage	Revenuisation	Virements	Reprofiling	Other Adjustments	Revised Budget as at November 2013
Other	0	0	0	0	0	0	0
Garden PCP	247,810	0	0	(20,000)	0	61,510	289,320
Devolved Formula Capital	0	104,310	0	0	(45,310)	362,000	421,000
Schools Access Initiative Inc	0	34,750	0	0	0	0	34,750
St Ann's Primary Phase	0	339,430	0	0	(139,430)	0	200,000
Breaks-disabled children grant	0	89,540	0	0	0	0	89,540
Schs Cap Maint & Accessibility	0	0	0	0	0	0	0
Lonesome-replace windows&doors	0	2,130	0	0	0	(2,130)	0
Lonesome - Window Replacement	0	460	0	0	0	(460)	0
Pelham - window replacement	0	3,720	0	0	0	(3,720)	0
Stanford-Imprvement to toilets	0	540	0	0	0	(540)	0
Cricket Gn-Imprved site access	0	9,250	0	(7,690)	0	0	1,560
Morden - Safer access scheme	0	10,000	0	0	0	0	10,000
Merton Pk- Entrance adaptation	0	21,480	0	0	0	0	21,480
Various schls-asbestos removal	0	90	0	0	0	(90)	0
Contingency	11,940	8,010	0	(7,690)	0	0	12,260
Beecholme - Automated Gates	20,000	0	0	0	0	10,000	30,000
Cricket Green - External Improvements	30,000	0	0	0	0	10,000	40,000
Garden - Mechanical & Electrical	100,000	0	0	0	0	(100,000)	0
Lonesome - Main Heating etc.	55,000	0	0	0	0	10,000	65,000
St Marks Pri - Automated Gates	20,000	0	0	0	0	10,000	30,000
The Sherwood - Boiler & Perim. Fnc	126,000	0	0	0	0	10,000	136,000
West Wimb. - Boiler & Perim. Fnc	20,000	0	0	0	0	10,000	30,000
Wimb Chase - Dining Hall Roof	24,000	0	0	0	0	10,000	34,000
Liberty Primary School	3,910	0	0	0	0	0	3,910
Primary school autism unit	611,700	0	0	0	(691,700)	100,000	20,000
SSPeter & Paul PCP	0	0	0	20,000	0	0	20,000
Perseid	0	0	0	0	0	0	0
Secondary School Autism Unit	0	0	0	0	0	0	0
Cricket Green	0	0	0	0	0	0	0
Brightwell	100,000	0	0	0	0	(100,000)	0
Youth&Comm centres reprovision	139,010	0	0	0	(20,000)	0	119,010
Secondary School expansion	0	0	0	0	0	0	0
B631 - Solar PV Raynes Prk Pav	0	17,000	0	0	0	0	17,000
Raynes Park Sports Pavilion	80,000	6,420	0	0	0	0	86,420
Ursuline School Loan	600,000	0	0	0	0	0	600,000
Schools Equipment Loans	372,800	0	0	0	(322,800)	0	50,000
Total	28,435,370	2,836,470	(718,200)	0	(18,052,750)	361,220	12,862,110

Children, Schools and Families - Movement in 2014-15 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 14/15	Revenuisation	Virements	Reprofiling	New Funding	Other Adjustments	Revised Budget as at November 2013
	£	£	£	£	£	£	£
Primary School Expansions							
All Saints/ South Wim YCC exp	0	0	0	0	0	0	0
Aragon expansion	0	0	0	0	0	0	0
Benedict expansion	0	0	0	0	0	0	0
Cranmer expansion	0	0	0	1,885,960	0	0	1,885,960
Cricket Grn Exp-Chapel Orchard	0	0	0	0	0	0	0
Dundonald expansion	728,000	0	0	1,000,000	0	0	1,728,000
Gorrige Park expansion	150,000	0	(186,660)	36,660	0	0	0
Hillcross School Expansion	1,700,000	0	926,930	0	0	0	2,626,930
Hollymount Permanent Expansion	0	0	0	0	0	0	0
Holy Trinity Expansion	0	0	0	0	0	0	0
Joseph Hood Permanent Expansn	0	0	0	116,550	0	0	116,550
Liberty expansion	0	0	0	0	0	0	0
Merton Abbey	1,700,000	0	119,120	1,603,390	0	0	3,422,510
Pupil Growth - Unallocated	0	0	0	0	0	0	0
Pelham School Expansion	2,849,000	0	1,000,000	0	0	0	3,849,000
Poplar Permanent Expansion	3,113,050	(29,290)	0	41,440	0	0	3,125,200
St Mary's expansion	1,100,000	0	67,540	1,403,960	0	0	2,571,500
Singlegate expansion	380,000	0	0	3,226,750	0	0	3,606,750
William Morris PCP	0	0	0	0	0	0	0
Wimbledon Chase DCSF grant	0	0	0	0	0	0	0
Wimbledon Park expansion	170,000	0	0	(110,000)	0	0	60,000
22 FE School Expansion	2,775,000	0	0	(2,775,000)	0	0	0
23 FE School Expansion	1,575,000	0	(1,000,000)	(575,000)	0	0	0
24 FE School Expansion	300,000	0	0	(300,000)	0	0	0
25 FE School Expansion	300,000	0	0	(300,000)	0	0	0
26 FE School Expansion	0	0	0	0	0	0	0
27 FE School Expansion	0	0	0	0	0	0	0
28 FE School Expansion	0	0	0	0	0	0	0
29 FE School Expansion	0	0	0	0	0	0	0
Primary Expansion Contingency	0	0	0	0	2,000,000	0	2,000,000

Children, Schools and Families - Movement in 2014-15 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 14/15	Revenuisation	Virements	Reprofiling	New Funding	Other Adjustments	Revised Budget as at November 2013
Other	0	0	0	0	0	0	0
Garden PCP	0	0	0	0	0	0	0
Devolved Formula Capital	0	0	0	45,310	0	0	45,310
Schools Access Initiative Inc	0	0	0	0	0	0	0
St Ann's Primary Phase	0	0	0	139,430	0	0	139,430
Breaks-disabled children grant	0	0	0	0	0	0	0
Schs Cap Maint & Accessibility	400,000	0	0	0	0	100,000	500,000
Lonesome-replace windows&doors	0	0	0	0	0	0	0
Lonesome - Window Replacement	0	0	0	0	0	0	0
Pelham - window replacement	0	0	0	0	0	0	0
Stanford-Imprvement to toilets	0	0	0	0	0	0	0
Cricket Gn-Imprved site access	0	0	0	0	0	0	0
Morden - Safer access scheme	0	0	0	0	0	0	0
Merton Pk- Entrance adaptation	0	0	0	0	0	0	0
Various schls-asbestos removal	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0
Beecholme - Automated Gates	0	0	0	0	0	0	0
Cricket Green - External Improvements	0	0	0	0	0	0	0
Garden - Mechanical & Electrical	0	0	0	0	0	0	0
Lonesome - Main Heating etc.	0	0	0	0	0	0	0
St Marks Pri - Automated Gates	0	0	0	0	0	0	0
The Sherwood - Boiler & Perim. Fnc	0	0	0	0	0	0	0
West Wimb. - Boiler & Perim. Fnc	0	0	0	0	0	0	0
Wimb Chase - Dining Hall Roof	0	0	0	0	0	0	0
Liberty Primary School	0	0	0	0	0	0	0
Primary school autism unit	0	0	0	691,700	0	0	691,700
SSPeter & Paul PCP	0	0	0	0	0	0	0
Perseid	0	0	0	0	800,000	0	800,000
Secondary School Autism Unit	0	0	0	0	350,000	0	350,000
Cricket Green	0	0	0	0	50,000	0	50,000
Brightwell	0	0	0	0	0	0	0
Youth&Comm centres reprovion	0	0	0	20,000	0	0	20,000
Secondary School expansion	400,000	0	0	(125,000)	0	0	275,000
B631 - Solar PV Raynes Prk Pav	0	0	0	0	0	0	0
Raynes Park Sports Pavilion	0	0	0	0	0	0	0
Ursuline School Loan	0	0	0	0	0	0	0
Schools Equipment Loans	0	0	0	322,800	0	0	322,800
Total	17,640,050	(29,290)	926,930	6,348,950	3,200,000	100,000	28,186,640

Children, Schools and Families - Movement in 2015-16 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 15/16	Virements	Reprofiling	New Funding	Other Adjustments	Revised Budget as at November 2013
	£	£	£	£	£	£
Primary School Expansions						
All Saints/ South Wim YCC exp	0	0	0	0	0	0
Aragon expansion	0	0	0	0	0	0
Benedict expansion	0	0	0	0	0	0
Cranmer expansion	0	492,050	0	0	0	492,050
Cricket Grn Exp-Chapel Orchard	0	0	0	0	0	0
Dundonald expansion	0	240,410	2,500,000	0	0	2,740,410
Gorrige Park expansion	0	0	0	0	0	0
Hillcross School Expansion	250,000	0	1,872,900	0	0	2,122,900
Hollymount Permanent Expansion	0	0	0	0	0	0
Holy Trinity Expansion	0	0	0	0	0	0
Joseph Hood Permanent Expansn	0	0	0	0	0	0
Liberty expansion	0	0	0	0	0	0
Merton Abbey	200,000	0	237,610	0	0	437,610
Pupil Growth - Unallocated	0	0	0	0	0	0
Pelham School Expansion	1,226,000	(1,000,000)	626,290	0	0	852,290
Poplar Permanent Expansion	1,739,000	(732,460)	(53,370)	0	0	953,170
St Mary's expansion	100,000	0	0	0	0	100,000
Singlegate expansion	0	0	600,000	0	0	600,000
William Morris PCP	0	0	0	0	0	0
Wimbledon Chase DCSF grant	0	0	0	0	0	0
Wimbledon Park expansion	0	0	0	0	0	0
22 FE School Expansion	1,575,000	0	(1,480,000)	0	0	95,000
23 FE School Expansion	1,575,000	1,000,000	(2,575,000)	0	0	0
24 FE School Expansion	1,575,000	0	(1,575,000)	0	0	0
25 FE School Expansion	1,575,000	0	(1,575,000)	0	0	0
26 FE School Expansion	325,000	0	(325,000)	0	0	0
27 FE School Expansion	0	0	0	0	0	0
28 FE School Expansion	0	0	0	0	0	0
29 FE School Expansion	0	0	0	0	0	0
Primary Expansion Contingency						

Children, Schools and Families - Movement in 2015-16 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 15/16	Virements	Reprofiling	New Funding	Other Adjustments	Revised Budget as at November 2013
Other	0	0	0	0	0	0
Garden PCP	0	0	0	0	0	0
Devolved Formula Capital	0	0	0	0	0	0
Schools Access Initiative Inc	0	0	0	0	0	0
St Ann's Primary Phase	0	0	0	0	0	0
Breaks-disabled children grant	0	0	0	0	0	0
Schs Cap Maint & Accessibility	400,000	0	0	0	200,000	600,000
Lonesome-replace windows&doors	0	0	0	0	0	0
Lonesome - Window Replacement	0	0	0	0	0	0
Pelham - window replacement	0	0	0	0	0	0
Stanford-Improvement to toilets	0	0	0	0	0	0
Cricket Gn-Imprved site access	0	0	0	0	0	0
Morden - Safer access scheme	0	0	0	0	0	0
Merton Pk- Entrance adaptation	0	0	0	0	0	0
Various schls-asbestos removal	0	0	0	0	0	0
Contingency	0	0	0	0	0	0
Beecholme - Automated Gates	0	0	0	0	0	0
Cricket Green - External Improvements	0	0	0	0	0	0
Garden - Mechanical & Electrical	0	0	0	0	0	0
Lonesome - Main Heating etc.	0	0	0	0	0	0
St Marks Pri - Automated Gates	0	0	0	0	0	0
The Sherwood - Boiler & Perim. Fnc	0	0	0	0	0	0
West Wimb. - Boiler & Perim. Fnc	0	0	0	0	0	0
Wimb Chase - Dining Hall Roof	0	0	0	0	0	0
Liberty Primary School	0	0	0	0	0	0
Primary school autism unit	0	0	0	238,300	0	238,300
SSPeter & Paul PCP	0	0	0	0	0	0
Perseid	0	0	0	500,000	0	500,000
Secondary School Autism Unit	0	0	0	850,000	0	850,000
Cricket Green	0	0	0	100,000	0	100,000
Brightwell	0	0	0	0	0	0
Youth&Comm centres reprovion	0	0	0	0	0	0
Secondary School expansion	1,150,000	0	325,000	0	0	1,475,000
B631 - Solar PV Raynes Prk Pav	0	0	0	0	0	0
Raynes Park Sports Pavilion	0	0	0	0	0	0
Ursuline School Loan	0	0	0	0	0	0
Schools Equipment Loans	0	0	0	0	0	0
Total	11,690,000	0	(1,421,570)	1,688,300	200,000	12,156,730

Children, Schools and Families - Movement in 2016-17 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 16/17	Reprofiling	New Funding	Other Adjustments	Revised Budget as at November 2013
	£	£	£	£	£
Primary School Expansions					
All Saints/ South Wim YCC exp	0	0	0	0	0
Aragon expansion	0	0	0	0	0
Benedict expansion	0	0	0	0	0
Cranmer expansion	0	0	0	0	0
Cricket Grn Exp-Chapel Orchard	0	0	0	0	0
Dundonald expansion	0	1,117,000	0	0	1,117,000
Gorringe Park expansion	0	0	0	0	0
Hillcross School Expansion	0	0	0	0	0
Hollymount Permanent Expansion	0	0	0	0	0
Holy Trinity Expansion	0	0	0	0	0
Joseph Hood Permanent Expansn	0	0	0	0	0
Liberty expansion	0	0	0	0	0
Merton Abbey	0	0	0	0	0
Pupil Growth - Unallocated	0	0	0	0	0
Pelham School Expansion	0	0	0	0	0
Poplar Permanent Expansion	0	0	0	0	0
St Mary's expansion	0	0	0	0	0
Singlegate expansion	0	0	0	0	0
William Morris PCP	0	0	0	0	0
Wimbledon Chase DCSF grant	0	0	0	0	0
Wimbledon Park expansion	0	0	0	0	0
22 FE School Expansion	0	2,575,000	0	0	2,575,000
23 FE School Expansion	1,600,000	(1,500,000)	0	0	100,000
24 FE School Expansion	1,600,000	(1,500,000)	0	0	100,000
25 FE School Expansion	1,600,000	(1,500,000)	0	0	100,000
26 FE School Expansion	0	0	0	0	0
27 FE School Expansion	300,000	(300,000)	0	0	0
28 FE School Expansion	300,000	(300,000)	0	0	0
29 FE School Expansion	0	0	0	0	0
Primary Expansion Contingency					

Children, Schools and Families - Movement in 2016-17 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 16/17	Reprofiling	New Funding	Other Adjustments	Revised Budget as at November 2013
Other	0	0	0	0	0
Garden PCP	0	0	0	0	0
Devolved Formula Capital	0	0	0	0	0
Schools Access Initiative Inc	0	0	0	0	0
St Ann's Primary Phase	0	0	0	0	0
Breaks-disabled children grant	0	0	0	0	0
Schs Cap Maint & Accessibility	400,000	0	0	200,000	600,000
Lonesome-replace windows&doors	0	0	0	0	0
Lonesome - Window Replacement	0	0	0	0	0
Pelham - window replacement	0	0	0	0	0
Stanford-Improvement to toilets	0	0	0	0	0
Cricket Gn-Imprved site access	0	0	0	0	0
Morden - Safer access scheme	0	0	0	0	0
Merton Pk- Entrance adaptation	0	0	0	0	0
Various schls-asbestos removal	0	0	0	0	0
Contingency	0	0	0	0	0
Beecholme - Automated Gates	0	0	0	0	0
Cricket Green - External Improvements	0	0	0	0	0
Garden - Mechanical & Electrical	0	0	0	0	0
Lonesome - Main Heating etc.	0	0	0	0	0
St Marks Pri - Automated Gates	0	0	0	0	0
The Sherwood - Boiler & Perim. Fnc	0	0	0	0	0
West Wimb. - Boiler & Perim. Fnc	0	0	0	0	0
Wimb Chase - Dining Hall Roof	0	0	0	0	0
Liberty Primary School	0	0	0	0	0
Primary school autism unit	0	0	0	0	0
SSPeter & Paul PCP	0	0	0	0	0
Perseid	0	0	0	0	0
Secondary School Autism Unit	0	0	0	0	0
Cricket Green	0	0	3,000,000	0	3,000,000
Brightwell	0	0	0	0	0
Youth&Comm centres reprovision	0	0	0	0	0
Secondary School expansion	22,150,000	(7,655,000)	0	0	14,495,000
B631 - Solar PV Raynes Prk Pav	0	0	0	0	0
Raynes Park Sports Pavilion	0	0	0	0	0
Ursuline School Loan	0	0	0	0	0
Schools Equipment Loans	0	0	0	0	0
Total	27,950,000	(9,063,000)	3,000,000	200,000	22,087,000

Environment and Regeneration - Movement in 2013-14 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 13/14	Slippage	Virements	Reprofiling	New Funding	Other Adjustments	Revised Budget as at November 2013
	£	£	£	£	£	£	£
Footways Planned Works							
Repairs to Footways	1,000,000	0	0	0	0	0	1,000,000
B517 Enhancement to Footway	2,500	0	0	0	0	(2,500)	0
B499ab Imprve Holborn Way link	9,930	0	0	0	0	(9,930)	0
B660 Raynes Park Public Real Imps	0	0	0	0	29,300	0	29,300
B569a&b Belgrave Walk fencing	0	36,090	0	0	0	0	36,090
B500 7-13 Church Rd footway	11,000	0	0	0	0	(11,000)	0
Greenspaces							
Beach Volleyball Courts	0	2,310	0	0	0	0	2,310
Play Space Pollards Hill	50,000	0	0	(50,000)	0	0	0
Parks Investment	250,000	0	(7,350)	0	0	0	242,650
Raynes Park Cricket Slips	0	0	7,350	0	0	14,000	21,350
Sherwood Rec - Play Area	0	0	0	0	0	25,000	25,000
King George Rec Play Area	0	0	0	0	0	30,000	30,000
Lewis Road Rec Alt Play Facility	0	0	0	0	0	40,000	40,000
Tamworth Rec Interactive Water Play	0	0	0	0	0	80,000	80,000
Edenvale Open Space Goal Mouth Surfacing	0	0	0	0	0	10,000	10,000
Sir Joseph Hood Crazy Golf	0	0	0	0	0	30,000	30,000
Wimbledon Park Crazy Golf	0	0	0	0	0	30,000	30,000
All Saints Play Area	0	0	0	0	0	25,000	25,000
Nelson Gardens Community Space	0	0	0	0	0	25,000	25,000
Mostyn Gardens Outdoor Gym	0	0	0	0	0	30,000	30,000
WallRep ChrchlN& JohnInnes Pks	50,000	0	15,000	0	0	(45,960)	19,040
B487 Landscape Ravensbury Park	0	13,410	0	0	0	0	13,410
B649 Rvaensbury - Railings and Path	0	0	0	0	0	35,000	35,000
B619 Ravensbury Park entrance	5,000	0	0	0	0	0	5,000
S106 South Park Gardens B346	49,000	0	0	0	0	(14,130)	34,870
B488 Landscape Dundonald Rec G	22,000	0	0	(12,000)	0	0	10,000
B617a-c Wimbledon Park upgrade	15,030	0	0	(15,030)	0	0	0
B486 Lndscp Ctnhm Pk Hlnd Gdns	2,430	0	0	0	0	(2,430)	0
Repairs to Water Wheel (B531)	2,490	0	0	0	0	0	2,490
B595 Colliers Wd Rec-play area	10,000	0	0	0	0	0	10,000
Rowan Rd Rec (B525)	6,000	0	0	0	0	0	6,000
Joseph Hood Playground (B524)	8,500	0	0	0	0	0	8,500
B621 Joseph Hood Rec	3,000	0	0	0	0	0	3,000
B627a&b Cottnhm Prk-play area	2,960	0	0	0	0	0	2,960
B521 - Morden Park	29,780	0	0	(29,780)	0	0	0
B596a&b,B625a-c Crckt Grn Area	21,000	0	0	(21,000)	0	0	0
B626a-c Cottnhm Prk&Hollnd Gdn	28,000	0	0	(28,000)	0	0	0
Merton & Sutton Cemetery Board	175,500	0	0	0	0	(175,500)	0
B651 South Park Gardens Pavil	17,000	0	0	(17,000)	0	0	0
B647 John Innes Park Improvmnt	2,000	0	0	0	0	0	2,000
B650 Rowan Road Park Improvmnt	3,060	0	0	0	0	0	3,060
New Scheme- Figges Marsh Changing Room	0	0	100,000	0	0	0	100,000

Environment and Regeneration - Movement in 2013-14 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 13/14	Slippage	Virements	Reprofiling	New Funding	Other Adjustments	Revised Budget as at November 2013
	£	£	£	£	£	£	£
Highways General Planned Works							
Surface Water Drainage	62,000	0	0	0	0	0	62,000
Highways bridges & structures	260,000	0	0	0	0	0	260,000
Maintain AntiSkid and Coloured	90,000	0	0	0	0	0	90,000
B340MOSS rpt (land Rutlish Rd)	4,450	0	0	0	0	(4,450)	0
B497/8 Lombard Rd Improvements	36,000	0	0	(24,100)	0	(11,900)	0
River Wandle Footbridge	35,520	0	0	0	0	0	35,520
B453 Haydons Road	57,330	0	0	0	0	(57,330)	0
New Traffic Schemes	30,000	0	0	0	0	(16,850)	13,150
B638d/e Sustainable Transport	5,500	0	0	0	0	(5,500)	0
B646a Lombard Industrial Estat	23,970	0	0	(23,970)	0	0	0
B646b 7 Abbey Road	4,500	0	0	0	0	(4,500)	0
B639a Fair Green	42,600	0	0	(42,600)	0	0	0
B642 Streatham Rd	0	10,800	0	0	0	0	10,800
Highways Planned Road Works							
Borough Roads Maintenance	1,500,000	0	0	0	0	0	1,500,000
Homezones	0	0	90,000	0	0	0	90,000
Leisure Centres							
Leisure Centre Plant & Machine	300,000	0	0	0	0	0	300,000
Morden Park Pool and LC Invest	0	0	0	0	0	0	0
Other E&R							
Vestry Hall	0	0	30,000	0	0	0	30,000
Wimbledon Library Flat	0	0	125,000	0	0	0	125,000
Big Lottery Play Areas	27,160	0	0	(27,160)	0	0	0
Mobile Working Initiative	0	25,000	44,000	0	0	0	69,000
B551 B553 Mitcham schemes	3,510	0	0	0	0	(3,510)	0
B502/3 Going for Gold Actn Pln	80,000	0	0	0	0	(80,000)	0
WCA investment	0	866,670	0	0	0	0	866,670
Wimbledon Park Community Assn	0	0	0	0	0	150,000	150,000
Merton Energy Loan Fund	0	100,000	(100,000)	0	0	0	0
Garth Rd Workshop	0	128,720	0	0	0	0	128,720
Garage for Mayors Car	0	6,000	0	0	0	0	6,000
Invest to Save	227,300	0	(227,300)	0	0	0	0
Wimbledon Scout Group	0	0	0	0	0	60,000	60,000
On and Off Street Parking							
Review & extension of CPZ W6	15,000	0	0	0	0	(15,000)	0
B548 Obstructive Pkg Grove Rd	1,000	0	0	0	0	(1,000)	0
B578 Marton Park CPZ (MP1)	13,920	0	0	0	0	(13,920)	0
B579 Upper Greeb West	3,000	0	0	0	0	(3,000)	0
Improved parking- shop parades	100,000	0	0	0	0	0	100,000

Environment and Regeneration - Movement in 2013-14 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 13/14	Slippage	Virements	Reprofiling	New Funding	Other Adjustments	Revised Budget as at November 2013
Regeneration Partnerships							
Industrial Estate Investment	250,000	0	0	(250,000)	0	0	0
Colliers Wd- Regeneration Fund	1,548,000	15,000	0	(1,200,000)	0	0	363,000
Mitcham - Outer London Fund	36,000	0	0	0	0	199,180	235,180
Mitcham Major schemes	300,000	0	0	(200,000)	0	0	100,000
Restoration of South Park Gdns	130,540	0	0	(129,890)	0	(650)	0
Sect106 Bottleneck Skills Grnt	14,070	0	0	(14,070)	0	0	0
B585 Economic Developmnt Strat	25,000	0	0	0	0	(25,000)	0
S106 Wim broadwy CA	6,480	0	0	0	0	0	6,480
B611 - Comm Facilities in WTC	30,000	0	0	(15,000)	0	0	15,000
Town Centre Investment	560,000	0	(510,000)	0	0	0	50,000
Mitcham Town Centre Improvements	0	0	420,000	(360,000)	0	0	60,000
Colliers Wood Town Centre Improvements	0	0	90,000	(90,000)	0	0	0
B550 Mitcham means Business	250,000	0	0	(38,900)	0	(211,100)	0
S106 Queensmere Road B429	4,500	0	0	0	0	(4,500)	0
Plans and Projects							
Low Carbon Zone	0	2,560	(2,560)	0	0	0	0
Climate Change Initiatives	140,000	1,530	2,560	(70,000)	0	0	74,090
Street Lighting	0	0	0	0	0	0	0
Street Lighting Replacement Pr	390,000	34,580	110,000	0	0	110,000	644,580
Street Scene							
Improve markings & road signs	89,370	22,920	0	0	0	0	112,290
Street scene enhancements	250,000	0	(132,000)	0	0	0	118,000
B591b Shop Front Improvement	24,480	0	17,680	0	0	0	42,160
B591a Street Scene Improvement	22,350	0	(17,680)	0	0	(4,670)	0
Street Tree Programme	65,000	0	0	0	0	0	65,000
Raynes Park Street Scene	0	0	0	0	2,000	0	2,000
Transport for London							
Elec Vehic/Scooter Infrastruct	10,000	0	0	0	0	(10,000)	0
Strategic corridor Mitcham	260,000	0	0	0	0	(130,000)	130,000
Kingston/Hartfield Rd StratCor	260,000	0	10,000	0	0	(22,000)	248,000
Accesibility Programme	160,000	0	0	0	0	(13,000)	147,000
Cycle access/parking	250,000	0	0	0	0	(20,000)	230,000
Morden Town Centre	65,000	0	0	0	0	(65,000)	0
Victoria Rd Bus Access Impr	0	0	0	0	0	156,000	156,000
Casualty Reduction & Schools	200,000	0	0	0	0	(16,000)	184,000
School & Road Safety Campaigns	170,000	0	0	0	0	(170,000)	0
Bikeability cycle training Pro	80,000	0	0	0	0	(80,000)	0
Mobility Scooter Training	10,000	0	0	0	0	(10,000)	0
Unallocated	0	0	0	0	0	0	0
TFL Slippage - Corridors&Neigh	0	224,780	0	0	0	23,180	247,960
TFL Projected Slippage	0	33,590	0	0	0	(13,590)	20,000
Biking Borough Project	0	0	0	0	12,000	18,000	30,000
Biking Borough Programme	0	0	0	0	0	22,000	22,000

Environment and Regeneration - Movement in 2013-14 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 13/14	Slippage	Virements	Reprofiling	New Funding	Other Adjustments	Revised Budget as at November 2013
Borough Support - Training	0	0	0	0	6,040	(6,040)	0
BCP Cycle Parking	0	0	0	0	15,000	0	15,000
Car Clubs	10,000	0	(10,000)	0	0	0	0
Car Clubs Expansion	10,000	0	0	0	0	(10,000)	0
Cycle Improvements	100,000	0	0	0	0	(8,000)	92,000
Developing the Tram	14,000	0	0	0	0	(14,000)	0
Willow Lane Industrial Estate	15,000	0	0	0	0	(15,000)	0
Motorcycles in Bus Lanes	0	0	0	0	0	23,000	23,000
Merton HS Victory to Norman	0	0	0	0	0	142,000	142,000
Central Rd Farm to Green	275,000	0	0	0	0	(275,000)	0
London Rd Mitcham to Pitcairn	0	0	0	0	0	117,000	117,000
Willow Lane Bridge	0	0	0	0	0	15,000	15,000
Wim TC Accessibility & Streets	30,000	0	0	0	0	0	30,000
Haydons Road	0	0	0	0	0	284,000	284,000
London Rd Morden Rd to Crckt Green	0	0	0	0	0	145,000	145,000
Bridge to Nowhere	0	0	0	0	92,000	0	92,000
Traffic and Parking Management							
B583 Wandle Road Area 20mph	3,500	0	0	0	0	(3,500)	0
B584 Eastfield Area 20mph zone	6,340	0	0	0	0	(6,340)	0
Area Traffic calming measures	120,000	0	0	0	0	0	120,000
Minor traffic/danger reduction	20,000	0	(19,000)	0	0	0	1,000
Traffic surveys & Safety Measu	15,000	0	4,000	0	0	0	19,000
Wimbledon Area Traffic Study	121,000	0	15,000	0	0	0	136,000
High Path Area(Option 1 + 3)	6,000	0	0	0	0	0	6,000
Parkway Area (20 mph scheme)	2,940	0	0	0	0	(2,940)	0
Pelham Road Area 20mph scheme	1,010	0	0	0	0	(1,010)	0
LBP Design Costs	26,850	0	0	0	0	(26,850)	0
Traffic Schemes	0	0	0	0	0	0	0
Transport and Plant							
Replacement of Fleet Vehicles	500,000	0	(330,000)	0	0	0	170,000
Network Rail	9,400	0	0	(9,400)	0	0	0
B494 BSA Imp 12261/12263	4,510	0	0	0	0	(4,510)	0
Shared Space	20,000	0	0	0	0	0	20,000
B573 Business Area Imprvt Prog	23,970	0	0	0	0	(23,970)	0
B574 Town Centre Transport Imp	0	3,330	0	0	0	(3,330)	0
B544 Wimbledon Station Access	38,700	0	0	0	0	(23,720)	14,980
B603 Improvements Coome Lane	37,150	0	0	0	0	(37,150)	0
B609 Wim Town Centre trans imp	5,000	0	0	0	0	0	5,000
B610 Wim Town Centre trans imp	42,490	0	0	0	0	0	42,490
B612 Safety & transport imprv	2,500	0	0	0	0	(2,500)	0
Transportation Enhancements	0	0	0	0	0	0	0

Environment and Regeneration - Movement in 2013-14 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 13/14	Slippage	Virements	Reprofiling	New Funding	Other Adjustments	Revised Budget as at November 2013
Safer Merton - CCTV & ASB							
CCTV (match funding)	130,000	0	0	(105,000)	0	0	25,000
Environmental Health							
Disabled Facilities Grant DCLG	444,000	0	805,810	0	0	0	1,249,810
Disabled Facilities Grant LBM	280,000	0	(705,810)	0	453,000	(27,190)	0
Small Repairs Grant	80,000	0	0	0	0	0	80,000
Waste Operations							
Alley Gating Scheme - Fly Tip	50,000	0	10,000	0	0	0	60,000
Re-use/recycling Site Maintena	40,000	0	0	0	0	0	40,000
Waste Phase B - Replace RCVs	0	157,330	(140,000)	0	0	0	17,330
GPS Vehicle Tracking	0	0	130,000	0	0	0	130,000
Kitchen Waste WRAP	15,000	0	0	0	0	0	15,000
Kitchen waste container replce	26,000	0	0	0	0	0	26,000
Total	12,825,090	1,684,620	(175,300)	(2,772,900)	609,340	73,390	12,244,240

Environment and Regeneration - Movement in 2014-15 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 14/15	Virements	Reprofiling	New Funding	Other Adjustments	Revised Budget as at November 2013
Footways Planned Works						
Repairs to Footways	1,000,000	0	0	0	0	1,000,000
B517 Enhancement to Footway	0	0	0	0	0	0
B499ab Imprve Holborn Way link	0	0	0	0	0	0
B660 Raynes Park Public Real Imps	0	0	0	0	0	0
B569a&b Belgrave Walk fencing	0	0	0	0	0	0
B500 7-13 Church Rd footway	0	0	0	0	0	0
Greenspaces						
Beach Volleyball Courts	0	0	0	0	0	0
Play Space Pollards Hill	0	0	50,000	0	0	50,000
Parks Investment	250,000	0	0	0	0	250,000
Raynes Park Cricket Slips	0	0	0	0	0	0
Sherwood Rec - Play Area	0	0	0	0	0	0
King George Rec Play Area	0	0	0	0	0	0
Lewis Road Rec Alt Play Facility	0	0	0	0	0	0
Tamworth Rec Interactive Water Play	0	0	0	0	0	0
Edenvale Open Space Goal Mouth Surfacing	0	0	0	0	0	0
Sir Joseph Hood Crazy Golf	0	0	0	0	0	0
Wimbledon Park Crazy Golf	0	0	0	0	0	0
All Saints Play Area	0	0	0	0	0	0
Nelson Gardens Community Space	0	0	0	0	0	0
Mostyn Gardens Outdoor Gym	0	0	0	0	0	0
WallRep ChrchLn& JohnInnes Pks	0	0	0	0	0	0
B487 Landscape Ravensbury Park	0	0	0	0	0	0
B649 Rvaensbury - Railings and Path	0	0	0	0	0	0
B619 Ravensbury Park entrance	0	0	0	0	0	0
S106 South Park Gardens B346	0	0	0	0	0	0
B488 Landscape Dundonald Rec G	0	0	12,000	0	0	12,000
B617a-c Wimbledon Park upgrade	0	0	15,030	0	0	15,030
B486 Lndscp Ctnhm Pk Hlnd Gdns	0	0	0	0	0	0
Repairs to Water Wheel (B531)	0	0	0	0	0	0
B595 Colliers Wd Rec-play area	0	0	0	0	0	0
Rowan Rd Rec (B525)	0	0	0	0	0	0
Joseph Hood Playground (B524)	0	0	0	0	0	0
B621 Joseph Hood Rec	0	0	0	0	0	0
B627a&b Cottnhm Prk-play area	0	0	0	0	0	0
B521 - Morden Park	0	0	29,780	0	0	29,780
B596a&b,B625a-c Crckt Grn Area	0	0	21,000	0	0	21,000
B626a-c Cottnhm Prk&HolInd Gdn	0	0	28,000	0	0	28,000
Merton & Sutton Cemetery Board	0	0	0	0	0	0
B651 South Park Gardens Pavil	0	0	17,000	0	0	17,000
B647 John Innes Park Improvmnt	0	0	0	0	0	0
B650 Rowan Road Park Improvmnt	0	0	0	0	0	0
New Scheme- Figges Marsh Changing Room	0	0	0	0	0	0

Environment and Regeneration - Movement in 2014-15 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 14/15	Virements	Reprofiling	New Funding	Other Adjustments	Revised Budget as at November 2013
Highways General Planned Works						
Surface Water Drainage	62,000	0	0	0	0	62,000
Highways bridges & structures	260,000	0	0	0	110,000	370,000
Maintain AntiSkid and Coloured	90,000	0	0	0	0	90,000
B340MOSS rpt (land Rutlish Rd)	0	0	0	0	0	0
B497/8 Lombard Rd Improvements	0	0	24,100	0	0	24,100
River Wandle Footbridge	0	0	0	0	0	0
B453 Haydons Road	0	0	0	0	0	0
New Traffic Schemes	0	0	0	0	0	0
B638d/e Sustainable Transport	0	0	0	0	0	0
B646a Lombard Industrial Estat	0	0	23,970	0	0	23,970
B646b 7 Abbey Road	0	0	0	0	0	0
B639a Fair Green	0	0	42,600	0	0	42,600
B642 Streatham Rd	0	0	0	0	0	0
Highways Planned Road Works						
Borough Roads Maintenance	1,500,000	0	0	0	0	1,500,000
Homezones	0	0	0	0	0	0
Leisure Centres						
Leisure Centre Plant & Machine	300,000	0	0	0	0	300,000
Morden Park Pool and LC Invest	1,000,000	0	0	0	0	1,000,000
Other E&R						
Vestry Hall	0	0	0	0	0	0
Wimbledon Library Flat	0	0	0	0	0	0
Big Lottery Play Areas	0	0	27,160	0	0	27,160
Mobile Working Initiative	0	0	0	0	0	0
B551 B553 Mitcham schemes	0	0	0	0	0	0
B502/3 Going for Gold Actn Pln	0	0	0	0	0	0
WCA investment	0	0	0	0	0	0
Wimbledon Park Community Assn	0	0	0	0	0	0
Merton Energy Loan Fund	0	0	0	0	0	0
Garth Rd Workshop	0	0	0	0	0	0
Garage for Mayors Car	0	0	0	0	0	0
Invest to Save	0	0	0	0	0	0
Wimbledon Scout Group	0	0	0	0	0	0
On and Off Street Parking						
Review & extension of CPZ W6	0	0	0	0	0	0
B548 Obstructive Pkg Grove Rd	0	0	0	0	0	0
B578 Marton Park CPZ (MP1)	0	0	0	0	0	0
B579 Upper Greeb West	0	0	0	0	0	0
Improved parking- shop parades	0	0	0	0	0	0

Environment and Regeneration - Movement in 2014-15 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 14/15	Virements	Reprofiling	New Funding	Other Adjustments	Revised Budget as at November 2013
Regeneration Partnerships						
Industrial Estate Investment	500,000	0	(250,000)	0	0	250,000
Colliers Wd- Regeneration Fund	0	0	1,200,000	0	0	1,200,000
Mitcham - Outer London Fund	0	0	0	0	0	0
Mitcham Major schemes	0	0	200,000	1,443,000	(200,000)	1,443,000
Restoration of South Park Gdns	0	0	129,890	0	0	129,890
Sect106 Bottleneck Skills Grnt	0	0	14,070	0	0	14,070
B585 Economic Developmnt Strat	0	0	0	0	0	0
S106 Wim broadwy CA	0	0	0	0	0	0
B611 - Comm Facilities in WTC	0	0	15,000	0	0	15,000
Town Centre Investment	750,000	0	0	0	0	750,000
Mitcham Town Centre Improvements	0	0	360,000	0	0	360,000
Colliers Wood Town Centre Improvements	0	0	90,000	0	0	90,000
B550 Mitcham means Business	0	0	38,900	0	0	38,900
S106 Queensmere Road B429	0	0	0	0	0	0
Plans and Projects						
Low Carbon Zone	0	0	0	0	0	0
Climate Change Initiatives	0	0	70,000	0	0	70,000
Street Lighting	0	0	0	0	0	0
Street Lighting Replacement Pr	300,000	0	0	0	110,000	410,000
Street Scene						
Improve markings & road signs	0	0	0	0	0	0
Street scene enhancements	250,000	0	0	0	0	250,000
B591b Shop Front Improvement	0	0	0	0	0	0
B591a Street Scene Improvement	0	0	0	0	0	0
Street Tree Programme	65,000	0	0	0	0	65,000
Raynes Park Street Scene	0	0	0	0	0	0
Transport for London						
Elec Vehic/Scooter Infrastruct	0	0	0	0	0	0
Strategic corridor Mitcham	0	0	0	0	0	0
Kingston/Hartfield Rd StratCor	0	0	0	0	0	0
Accesibility Programme	0	0	0	0	0	0
Cycle access/parking	0	0	0	0	0	0
Morden Town Centre	0	0	0	0	0	0
Victoria Rd Bus Access Impr	0	0	0	0	0	0
Casualty Reduction & Schools	0	0	0	0	0	0
School & Road Safety Campaigns	0	0	0	0	0	0
Bikeability cycle training Pro	0	0	0	0	0	0
Mobility Scooter Training	0	0	0	0	0	0
Unallocated	1,839,000	0	0	0	0	1,839,000
TFL Slippage - Corridors&Neigh	0	0	0	0	0	0
TFL Projected Slippage	0	0	0	0	0	0
Biking Borough Project	0	0	0	0	0	0
Biking Borough Programme						

Environment and Regeneration - Movement in 2014-15 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 14/15	Virements	Reprofiling	New Funding	Other Adjustments	Revised Budget as at November 2013
Borough Support - Training	0	0	0	0	0	0
BCP Cycle Parking	0	0	0	0	0	0
Car Clubs	0	0	0	0	0	0
Car Clubs Expansion	0	0	0	0	0	0
Cycle Improvements	0	0	0	0	0	0
Developing the Tram	0	0	0	0	0	0
Willow Lane Industrial Estate	0	0	0	0	0	0
Motorcycles in Bus Lanes	0	0	0	0	0	0
Merton HS Victory to Norman	0	0	0	0	0	0
Central Rd Farm to Green	0	0	0	0	0	0
London Rd Mitcham to Pitcairn	0	0	0	0	0	0
Willow Lane Bridge	0	0	0	0	0	0
Wim TC Accessibility & Streets	0	0	0	0	0	0
Haydons Road	0	0	0	0	0	0
London Rd Morden Rd to Crckt Green	0	0	0	0	0	0
Bridge to Nowhere	0	0	0	0	0	0
Traffic and Parking Management						
B583 Wandle Road Area 20mph	0	0	0	0	0	0
B584 Eastfield Area 20mph zone	0	0	0	0	0	0
Area Traffic calming measures	0	0	0	0	0	0
Minor traffic/danger reduction	120,000	(120,000)	0	0	0	0
Traffic surveys & Safety Measu	15,000	(15,000)	0	0	0	0
Wimbledon Area Traffic Study	0	0	0	0	0	0
High Path Area (Option 1 + 3)	0	0	0	0	0	0
Parkway Area (20 mph scheme)	0	0	0	0	0	0
Pelham Road Area 20mph scheme	0	0	0	0	0	0
LBPN Design Costs	0	0	0	0	0	0
Traffic Schemes	0	135,000	0	0	0	135,000
Transport and Plant						
Replacement of Fleet Vehicles	500,000	0	0	0	0	500,000
Network Rail	0	0	9,400	0	0	9,400
B494 BSA Imp 12261/12263	0	0	0	0	0	0
Shared Space	0	0	0	0	0	0
B573 Business Area Imprvt Prog	0	0	0	0	0	0
B574 Town Centre Transport Imp	0	0	0	0	0	0
B544 Wimbledon Station Access	0	0	0	0	0	0
B603 Improvements Coome Lane	0	0	0	0	0	0
B609 Wim Town Centre trans imp	0	0	0	0	0	0
B610 Wim Town Centre trans imp	0	0	0	0	0	0
B612 Safety & transport imprv	0	0	0	0	0	0

Environment and Regeneration - Movement in 2014-15 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 14/15	Virements	Reprofiling	New Funding	Other Adjustments	Revised Budget as at November 2013
Safer Merton - CCTV & ASB						
CCTV (match funding)	40,000	0	105,000	0	0	145,000
Environmental Health						
Disabled Facilities Grant DCLG	444,000	780,000	0	0	0	1,224,000
Disabled Facilities Grant LBM	280,000	(780,000)	0	500,000	0	0
Small Repairs Grant	40,000	0	0	0	0	40,000
Waste Operations						
Alley Gating Scheme - Fly Tip	50,000	0	0	0	(30,000)	20,000
Re-use/recycling Site Maintena	40,000	0	0	0	0	40,000
Waste Phase B - Replace RCVs	0	0	0	0	0	0
GPS Vehicle Tracking	0	0	0	0	0	0
Kitchen Waste WRAP	0	0	0	0	0	0
Kitchen waste container replce	0	0	0	0	0	0
Total	12,195,000	0	2,272,900	1,943,000	(10,000)	16,400,900

Environment and Regeneration - Movement in 2015-16 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 15/16	Virements	Reprofiling	Other Adjustments	Revised Budget as at November 2013
Footways Planned Works					
Repairs to Footways	1,000,000	0	0	0	1,000,000
B517 Enhancement to Footway	0	0	0	0	0
B499ab Imprve Holborn Way link	0	0	0	0	0
B660 Raynes Park Public Real Imps	0	0	0	0	0
B569a&b Belgrave Walk fencing	0	0	0	0	0
B500 7-13 Church Rd footway	0	0	0	0	0
Greenspaces					
Beach Volleyball Courts	0	0	0	0	0
Play Space Pollards Hill	0	0	0	0	0
Parks Investment	250,000	0	0	0	250,000
Raynes Park Cricket Slips	0	0	0	0	0
Sherwood Rec - Play Area	0	0	0	0	0
King George Rec Play Area	0	0	0	0	0
Lewis Road Rec Alt Play Facility	0	0	0	0	0
Tamworth Rec Interactive Water Play	0	0	0	0	0
Edenvale Open Space Goal Mouth Surfacing	0	0	0	0	0
Sir Joseph Hood Crazy Golf	0	0	0	0	0
Wimbledon Park Crazy Golf	0	0	0	0	0
All Saints Play Area	0	0	0	0	0
Nelson Gardens Community Space	0	0	0	0	0
Mostyn Gardens Outdoor Gym	0	0	0	0	0
WallRep ChrchLn& JohnInnes Pks	0	0	0	0	0
B487 Landscape Ravensbury Park	0	0	0	0	0
B649 Rvaensbury - Railings and Path	0	0	0	0	0
B619 Ravensbury Park entrance	0	0	0	0	0
S106 South Park Gardens B346	0	0	0	0	0
B488 Landscape Dundonald Rec G	0	0	0	0	0
B617a-c Wimbledon Park upgrade	0	0	0	0	0
B486 Lndscp Ctnhm Pk Hlnd Gdns	0	0	0	0	0
Repairs to Water Wheel (B531)	0	0	0	0	0
B595 Colliers Wd Rec-play area	0	0	0	0	0
Rowan Rd Rec (B525)	0	0	0	0	0
Joseph Hood Playground (B524)	0	0	0	0	0
B621 Joseph Hood Rec	0	0	0	0	0
B627a&b Cottnhm Prk-play area	0	0	0	0	0
B521 - Morden Park	0	0	0	0	0
B596a&b,B625a-c Crckt Grn Area	0	0	0	0	0
B626a-c Cottnhm Prk&Holnd Gdn	0	0	0	0	0
Merton & Sutton Cemetery Board	0	0	0	0	0
B651 South Park Gardens Pavil	0	0	0	0	0
B647 John Innes Park Improvmnt	0	0	0	0	0
B650 Rowan Road Park Improvmnt	0	0	0	0	0
New Scheme- Figges Marsh Changing Room		0	0	0	0

Environment and Regeneration - Movement in 2015-16 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 15/16	Virements	Reprofiling	Other Adjustments	Revised Budget as at November 2013
Highways General Planned Works					
Surface Water Drainage	62,000	0	0	0	62,000
Highways bridges & structures	260,000	0	0	0	260,000
Maintain AntiSkid and Coloured	90,000	0	0	0	90,000
B340MOSS rpt (land Rutlish Rd)	0	0	0	0	0
B497/8 Lombard Rd Improvements	0	0	0	0	0
River Wandle Footbridge	0	0	0	0	0
B453 Haydons Road	0	0	0	0	0
New Traffic Schemes	0	0	0	0	0
B638d/e Sustainable Transport	0	0	0	0	0
B646a Lombard Industrial Estat	0	0	0	0	0
B646b 7 Abbey Road	0	0	0	0	0
B639a Fair Green	0	0	0	0	0
B642 Streatham Rd	0	0	0	0	0
Highways Planned Road Works					
Borough Roads Maintenance	1,500,000	0	0	0	1,500,000
Homezones	0	0	0	0	0
Leisure Centres					
Leisure Centre Plant & Machine	300,000	0	0	0	300,000
Morden Park Pool and LC Invest	10,000,000	0	0	0	10,000,000
Other E&R					
Vestry Hall	0	0	0	0	0
Wimbledon Library Flat	0	0	0	0	0
Big Lottery Play Areas	0	0	0	0	0
Mobile Working Initiative	0	0	0	0	0
B551 B553 Mitcham schemes	0	0	0	0	0
B502/3 Going for Gold Actn Pln	0	0	0	0	0
WCA investment	0	0	0	0	0
Wimbledon Park Community Assn	0	0	0	0	0
Merton Energy Loan Fund	0	0	0	0	0
Garth Rd Workshop	0	0	0	0	0
Garage for Mayors Car	0	0	0	0	0
Invest to Save	0	0	0	0	0
Wimbledon Scout Group	0	0	0		0
On and Off Street Parking					
Review & extension of CPZ W6	0	0	0	0	0
B548 Obstructive Pkg Grove Rd	0	0	0	0	0
B578 Marton Park CPZ (MP1)	0	0	0	0	0
B579 Upper Greeb West	0	0	0	0	0
Improved parking- shop parades	0	0	0	0	0

Environment and Regeneration - Movement in 2015-16 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 15/16	Virements	Reprofiling	Other Adjustments	Revised Budget as at November 2013
Regeneration Partnerships					
Industrial Estate Investment	0	0	500,000	0	500,000
Colliers Wd- Regeneration Fund	0	0	0	0	0
Mitcham - Outer London Fund	0	0	0	0	0
Mitcham Major schemes	0	0	0	0	0
Restoration of South Park Gdns	0	0	0	0	0
Sect106 Bottleneck Skills Grnt	0	0	0	0	0
B585 Economic Developmnt Strat	0	0	0	0	0
S106 Wim broadwy CA	0	0	0	0	0
B611 - Comm Facilities in WTC	0	0	0	0	0
Town Centre Investment	878,000	0	0	0	878,000
Mitcham Town Centre Improvements	0	0	0	0	0
Colliers Wood Town Centre Improvements	0	0	0	0	0
B550 Mitcham means Business	0	0	0	0	0
S106 Queensmere Road B429	0	0	0	0	0
Plans and Projects					
Low Carbon Zone	0	0	0	0	0
Climate Change Initiatives	0	0	0	0	0
Street Lighting	0	0	0	0	0
Street Lighting Replacement Pr	200,000	0	0	0	200,000
Street Scene					
Improve markings & road signs	0	0	0	0	0
Street scene enhancements	250,000	0	0	0	250,000
B591b Shop Front Improvement	0	0	0	0	0
B591a Street Scene Improvement	0	0	0	0	0
Street Tree Programme	25,000	0	40,000	0	65,000
Raynes Park Street Scene	0	0	0	0	0
Transport for London					
Elec Vehic/Scooter Infrastruct	0	0	0	0	0
Strategic corridor Mitcham	0	0	0	0	0
Kingston/Hartfield Rd StratCor	0	0	0	0	0
Accesibility Programme	0	0	0	0	0
Cycle access/parking	0	0	0	0	0
Morden Town Centre	0	0	0	0	0
Victoria Rd Bus Access Impr	0	0	0	0	0
Casualty Reduction & Schools	0	0	0	0	0
School & Road Safety Campaigns	0	0	0	0	0
Bikeability cycle training Pro	0	0	0	0	0
Mobility Scooter Training	0	0	0	0	0
Unallocated	1,839,000	0	0	0	1,839,000
TFL Slippage - Corridors&Neigh	0	0	0	0	0
TFL Projected Slippage	0	0	0	0	0
Biking Borough Project	0	0	0	0	0
Biking Borough Programme	0	0	0	0	0

Environment and Regeneration - Movement in 2015-16 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 15/16	Virements	Reprofiling	Other Adjustments	Revised Budget as at November 2013
Borough Support - Training	0	0	0	0	0
BCP Cycle Parking	0	0	0	0	0
Car Clubs	0	0	0	0	0
Car Clubs Expansion	0	0	0	0	0
Cycle Improvements	0	0	0	0	0
Developing the Tram	0	0	0	0	0
Willow Lane Industrial Estate	0	0	0	0	0
Motorcycles in Bus Lanes	0	0	0	0	0
Merton HS Victory to Norman	0	0	0	0	0
Central Rd Farm to Green	0	0	0	0	0
London Rd Mitcham to Pitcairn	0	0	0	0	0
Willow Lane Bridge	0	0	0	0	0
Wim TC Accessibility & Streets	0	0	0	0	0
Haydons Road	0	0	0	0	0
London Rd Morden Rd to Crckt Green	0	0	0	0	0
Bridge to Nowhere	0	0	0		0
Traffic and Parking Management					
B583 Wandle Road Area 20mph	0	0	0	0	0
B584 Eastfield Area 20mph zone	0	0	0	0	0
Area Traffic calming measures	0	0	0	0	0
Minor traffic/danger reduction	120,000	(120,000)	0	0	0
Traffic surveys & Safety Measu	15,000	(15,000)	0	0	0
Wimbledon Area Traffic Study	0	0	0	0	0
High Path Area (Option 1 + 3)	0	0	0	0	0
Parkway Area (20 mph scheme)	0	0	0	0	0
Pelham Road Area 20mph scheme	0	0	0	0	0
LBP Design Costs	0	0	0	0	0
Traffic Schemes	0	135,000	0	0	135,000
Transport and Plant					
Replacement of Fleet Vehicles	500,000	0	0	0	500,000
Network Rail	0	0	0	0	0
B494 BSA Imp 12261/12263	0	0	0	0	0
Shared Space	0	0	0	0	0
B573 Business Area Imprvt Prog	0	0	0	0	0
B574 Town Centre Transport Imp	0	0	0	0	0
B544 Wimbledon Station Access	0	0	0	0	0
B603 Improvements Coome Lane	0	0	0	0	0
B609 Wim Town Centre trans imp	0	0	0	0	0
B610 Wim Town Centre trans imp	0	0	0	0	0
B612 Safety & transport imprv	0	0	0	0	0
Transportation Enhancements	2,500,000	0	0	0	2,500,000

Environment and Regeneration - Movement in 2015-16 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 15/16	Virements	Reprofiling	Other Adjustments	Revised Budget as at November 2013
Safer Merton - CCTV & ASB					
CCTV (match funding)	0	0	0	0	0
Environmental Health					
Disabled Facilities Grant DCLG	444,000	0	0	0	444,000
Disabled Facilities Grant LBM	280,000	0	0	0	280,000
Small Repairs Grant	40,000	0	0	0	40,000
Waste Operations					
Alley Gating Scheme - Fly Tip	50,000	0	0	(30,000)	20,000
Re-use/recycling Site Maintena	40,000	0	0	0	40,000
Waste Phase B - Replace RCVs	0	0	0	0	0
GPS Vehicle Tracking	0	0	0	0	0
Kitchen Waste WRAP	0	0	0	0	0
Kitchen waste container replce	0	0	0	0	0
Total	20,643,000	0	540,000	(30,000)	21,153,000

Environment and Regeneration - Movement in 2016-17 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 16/17	Reprofiling	Other Adjustments	Revised Budget as at November 2013
Footways Planned Works				
Repairs to Footways	1,000,000	0	0	1,000,000
B517 Enhancement to Footway	0	0	0	0
B499ab Imprve Holborn Way link	0	0	0	0
B660 Raynes Park Public Real Imps	0	0	0	0
B569a&b Belgrave Walk fencing	0	0	0	0
B500 7-13 Church Rd footway	0	0	0	0
Greenspaces				
Beach Volleyball Courts	0	0	0	0
Play Space Pollards Hill	0	0	0	0
Parks Investment	425,000	0	0	425,000
Raynes Park Cricket Slips	0	0	0	0
Sherwood Rec - Play Area	0	0	0	0
King George Rec Play Area	0	0	0	0
Lewis Road Rec Alt Play Facility	0	0	0	0
Tamworth Rec Interactive Water Play	0	0	0	0
Edenvale Open Space Goal Mouth Surfacing	0	0	0	0
Sir Joseph Hood Crazy Golf	0	0	0	0
Wimbledon Park Crazy Golf	0	0	0	0
All Saints Play Area	0	0	0	0
Nelson Gardens Community Space	0	0	0	0
Mostyn Gardens Outdoor Gym	0	0	0	0
WallRep ChrchLn& JohnInnes Pks	0	0	0	0
B487 Landscape Ravensbury Park	0	0	0	0
B649 Rvaensbury - Railings and Path	0	0	0	0
B619 Ravensbury Park entrance	0	0	0	0
S106 South Park Gardens B346	0	0	0	0
B488 Landscape Dundonald Rec G	0	0	0	0
B617a-c Wimbledon Park upgrade	0	0	0	0
B486 Lndscp Ctnhm Pk Hlnd Gdns	0	0	0	0
Repairs to Water Wheel (B531)	0	0	0	0
B595 Colliers Wd Rec-play area	0	0	0	0
Rowan Rd Rec (B525)	0	0	0	0
Joseph Hood Playground (B524)	0	0	0	0
B621 Joseph Hood Rec	0	0	0	0
B627a&b Cottnhm Prk-play area	0	0	0	0
B521 - Morden Park	0	0	0	0
B596a&b,B625a-c Crckt Grn Area	0	0	0	0
B626a-c Cottnhm Prk&Hollnd Gdn	0	0	0	0
Merton & Sutton Cemetery Board	0	0	0	0
B651 South Park Gardens Pavil	0	0	0	0
B647 John Innes Park Improvmnt	0	0	0	0
B650 Rowan Road Park Improvmnt	0	0	0	0
New Scheme- Figges Marsh Changing Room		0	0	0

Environment and Regeneration - Movement in 2016-17 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 16/17	Reprofiling	Other Adjustments	Revised Budget as at November 2013
Highways General Planned Works				
Surface Water Drainage	69,000	0	0	69,000
Highways bridges & structures	0	0	260,000	260,000
Maintain AntiSkid and Coloured	90,000	0	0	90,000
B340MOSS rpt (land Rutlish Rd)	0	0	0	0
B497/8 Lombard Rd Improvements	0	0	0	0
River Wandle Footbridge	0	0	0	0
B453 Haydons Road	0	0	0	0
New Traffic Schemes	0	0	0	0
B638d/e Sustainable Transport	0	0	0	0
B646a Lombard Industrial Estat	0	0	0	0
B646b 7 Abbey Road	0	0	0	0
B639a Fair Green	0	0	0	0
B642 Streatham Rd	0	0	0	0
Highways Planned Road Works				
Borough Roads Maintenance	1,600,000	0	(100,000)	1,500,000
Homezones	0	0	0	0
Leisure Centres				
Leisure Centre Plant & Machine	300,000	0	0	300,000
Morden Park Pool and LC Invest	0	0	0	0
Other E&R				
Vestry Hall	0	0	0	0
Wimbledon Library Flat	0	0	0	0
Big Lottery Play Areas	0	0	0	0
Mobile Working Initiative	0	0	0	0
B551 B553 Mitcham schemes	0	0	0	0
B502/3 Going for Gold Actn Pln	0	0	0	0
WCA investment	0	0	0	0
Wimbledon Park Community Assn	0	0	0	0
Merton Energy Loan Fund	0	0	0	0
Garth Rd Workshop	0	0	0	0
Garage for Mayors Car	0	0	0	0
Invest to Save	0	0	0	0
Wimbledon Scout Group	0	0	0	0
On and Off Street Parking				
Review & extension of CPZ W6	0	0	0	0
B548 Obstructive Pkg Grove Rd	0	0	0	0
B578 Marton Park CPZ (MP1)	0	0	0	0
B579 Upper Greeb West	0	0	0	0
Improved parking- shop parades	0	0	0	0

Environment and Regeneration - Movement in 2016-17 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 16/17	Reprofiling	Other Adjustments	Revised Budget as at November 2013
Regeneration Partnerships				
Industrial Estate Investment	0	0	0	0
Colliers Wd- Regeneration Fund	0	0	0	0
Mitcham - Outer London Fund	0	0	0	0
Mitcham Major schemes	0	0	0	0
Restoration of South Park Gdns	0	0	0	0
Sect106 Bottleneck Skills Grnt	0	0	0	0
B585 Economic Developmnt Strat	0	0	0	0
S106 Wim broadwy CA	0	0	0	0
B611 - Comm Facilities in WTC	0	0	0	0
Town Centre Investment	1,037,000	0	0	1,037,000
Mitcham Town Centre Improvements	0	0	0	0
Colliers Wood Town Centre Improvements	0	0	0	0
B550 Mitcham means Business	0	0	0	0
S106 Queensmere Road B429	0	0	0	0
Plans and Projects				
Low Carbon Zone	0	0	0	0
Climate Change Initiatives	0	0	0	0
Street Lighting	0	0	0	0
Street Lighting Replacement Pr	462,000	0	0	462,000
Street Scene				
Improve markings & road signs	0	0	0	0
Street scene enhancements	0	0	0	0
B591b Shop Front Improvement	0	0	0	0
B591a Street Scene Improvement	0	0	0	0
Street Tree Programme	100,000	(40,000)	0	60,000
Raynes Park Street Scene	0	0	0	0
Transport for London				
Elec Vehic/Scooter Infrastruct	0	0	0	0
Strategic corridor Mitcham	0	0	0	0
Kingston/Hartfield Rd StratCor	0	0	0	0
Accesibility Programme	0	0	0	0
Cycle access/parking	0	0	0	0
Morden Town Centre	0	0	0	0
Victoria Rd Bus Access Impr	0	0	0	0
Casualty Reduction & Schools	0	0	0	0
School & Road Safety Campaigns	0	0	0	0
Bikeability cycle training Pro	0	0	0	0
Mobility Scooter Training	0	0	0	0
Unallocated	0	0	0	0
TFL Slippage - Corridors&Neigh	0	0	0	0
TFL Projected Slippage	0	0	0	0
Biking Borough Project	0	0	0	0
Biking Borough Programme	0	0	0	0

Environment and Regeneration - Movement in 2016-17 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 16/17	Reprofiling	Other Adjustments	Revised Budget as at November 2013
Borough Support - Training	0	0	0	0
BCP Cycle Parking	0	0	0	0
Car Clubs	0	0	0	0
Car Clubs Expansion	0	0	0	0
Cycle Improvements	0	0	0	0
Developing the Tram	0	0	0	0
Willow Lane Industrial Estate	0	0	0	0
Motorcycles in Bus Lanes	0	0	0	0
Merton HS Victory to Norman	0	0	0	0
Central Rd Farm to Green	0	0	0	0
London Rd Mitcham to Pitcairn	0	0	0	0
Willow Lane Bridge	0	0	0	0
Wim TC Accessibility & Streets	0	0	0	0
Haydons Road	0	0	0	0
London Rd Morden Rd to Crckt Green	0	0	0	0
Bridge to Nowhere	0	0	0	0
Traffic and Parking Management				
B583 Wandle Road Area 20mph	0	0	0	0
B584 Eastfield Area 20mph zone	0	0	0	0
Area Traffic calming measures	0	0	0	0
Minor traffic/danger reduction	0	0	0	0
Traffic surveys & Safety Measu	0	0	0	0
Wimbledon Area Traffic Study	0	0	0	0
High Path Area(Option 1 + 3)	0	0	0	0
Parkway Area (20 mph scheme)	0	0	0	0
Pelham Road Area 20mph scheme	0	0	0	0
LBPN Design Costs	0	0	0	0
Traffic Schemes	306,000	(156,000)	0	150,000
Transport and Plant				
Replacement of Fleet Vehicles	500,000	0	0	500,000
Network Rail	0	0	0	0
B494 BSA Imp 12261/12263	0	0	0	0
Shared Space	0	0	0	0
B573 Business Area Imprvt Prog	0	0	0	0
B574 Town Centre Transport Imp	0	0	0	0
B544 Wimbledon Station Access	0	0	0	0
B603 Improvements Coome Lane	0	0	0	0
B609 Wim Town Centre trans imp	0	0	0	0
B610 Wim Town Centre trans imp	0	0	0	0
B612 Safety & transport imprv	0	0	0	0
Transportation Enhancements	0	0	0	0

Environment and Regeneration - Movement in 2016-17 Capital Programme from Approval to November 2013 Monitoring

Scheme	Original Council Approved Budget 16/17	Reprofiling	Other Adjustments	Revised Budget as at November 2013
Safer Merton - CCTV & ASB				
CCTV (match funding)	0	0	0	0
Environmental Health				
Disabled Facilities Grant DCLG	444,000	0	0	444,000
Disabled Facilities Grant LBM	280,000	0	0	280,000
Small Repairs Grant	60,000	0	0	60,000
Waste Operations				
Alley Gating Scheme - Fly Tip	0	0	20,000	20,000
Re-use/recycling Site Maintena	0	0	0	0
Waste Phase B - Replace RCVs	0	0	0	0
GPS Vehicle Tracking	0	0	0	0
Kitchen Waste WRAP	0	0	0	0
Kitchen waste container replce	0	0	0	0
Total	6,673,000	(196,000)	180,000	6,657,000

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Healthier Communities and Older People Work Programme 2013/14



This table sets out the Healthier Communities and Older People Panel Work Programme for 2012/13 that was agreed by the Panel at its meeting on 25 May 2013. This Work Programme will be considered at every meeting of the Panel to enable it to respond to issues of concern and incorporate reviews or to comment upon pre-decision items ahead of their consideration by Cabinet/Council.

The work programme table shows items on a meeting by meeting basis, identifying the issue under review, the nature of the scrutiny (pre decision, policy development, issue specific, performance monitoring, partnership related) and the intended outcomes. The last page provides information on items on the Council's Forward Plan that relate to the portfolio of the Healthier Communities and Older People Panel so that these can be added to the work programme should the Commission wish to.

The Panel is asked to identify any work programme items that would be suitable for the use of an informal preparatory session (or other format) to develop lines of questioning (as recommended by the 2009 review of the scrutiny function).

The Healthier Communities and Older People Panel has specific responsibilities regarding Budget and Business Plan Scrutiny and Performance Monitoring for which Lead Members are appointed:

Scrutiny Support

For further information on the work programme of the Healthier Communities and Older People please contact: -
Stella Akintan (Scrutiny Officer)
Tel: 020 8545 3390; Email: stella.akintan@merton.gov.uk

For more information about overview and scrutiny at LB Merton, please visit www.merton.gov.uk/scrutiny

Meeting Date 03 July 2013

Scrutiny category	Item/Issue	How	Lead Member/Lead Officer	Intended Outcomes
Scrutiny Review	South West London Health Overview and Scrutiny Committee on NHS Croydon Finances	Report to the Panel	Councillor Peter McCabe	Panel to agree to continue to monitor the outcomes of this review
Policy Development	Overview of the key issues in adult social care	Report to the Panel	Rahat Ahmed- Man, Head of Commissioning	Panel to decide if they want to look at any area in more detail.
Scrutiny Review	Safeguarding Older People task group – update on implementation of recommendations	Report to the Panel	Julie Philips, Safeguarding Adults Manager	Panel to satisfy themselves that recommendations are being implemented
Work Programme	Work programme 2013-2014	Report to Panel	Stella Akintan	Panel to agree which items to scrutinise for this municipal year

Meeting date – 25 September

Scrutiny category	Item/Issue	How	Lead Member/Lead Officer	Intended Outcomes
partnerships	Merton Healthwatch update	Report to the panel	Barbara Price	To agree progress and make suggestions on work programme
partnerships	Health scrutiny protocol	Report to the panel	Stella Akintan	To agree progress
Performance management	Adult Social Care budget	Report to the panel	Rahat Ahmed-Man, Head of Commissioning	To review current position
Policy development	Integrated Care	Report to the panel	Simon Williams Director of Community and Housing	

Performance management	ASC Performance indicators	Report to the panel		To review current position
	Closure of Norfolk Lodge	Report to the panel		

Meeting date – 17 October -

Scrutiny category	Item/Issue	How	Lead Officer	Member/Lead	Intended Outcomes
Policy Development	Alcohol Merton - high level aims and objectives framework, draft work programme and needs assessment.				
	Proposed changes to Sutton Hospital	Report to Panel			To determine if the proposals constitute a substantial variation in services

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Meeting Date - 13 November

Scrutiny category	Item/Issue	How	Lead Officer	Member/Lead	Intended Outcomes
Policy development	Public Health – Joint Strategic Needs Assessment	Report to panel			
Scrutiny review	St Georges Health NHS Trust – update	Report to panel			
Budget	Business Plan - update	Report to panel	Caroline Holland, Director of Corporate		

			Services	
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Meeting date – 15 January 2014 - BUDGET

Scrutiny category	Item/Issue	How	Lead Member/Lead Officer	Intended Outcomes
Policy Review	Mental Health Trust Foundation Trust proposal	Report to the Panel	Mental Health Trust	Panel to comment on the Trust proposal
Budget	To review the Council Budget	Report to the Panel	Caroline Holland, Director of Corporate Services	To comment on the proposals

Meeting date – 12 February

Scrutiny category	Item/Issue	How	Lead Member/Lead Officer	Intended Outcomes
Policy development	Long Term Conditions		Merton Clinical Commissioning Group	
Policy development	Update on the review of mental health services - TBC	Report to the Panel	Adam Doyle, Director of Commissioning and Planning. Merton Clinical Commissioning Group	
Scrutiny Review	Safeguarding older people	Report to the Panel	Julie Philips, Safeguarding Manager	
Scrutiny Review	Tackling Incontinence	Draft report to the panel		Panel to agree report

	amongst women of child bearing age			and forward to cabinet
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Meeting Date 23 April 2014

Scrutiny category	Item/Issue	How	Lead Member/Lead Officer	Intended Outcomes

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