

## CABINET

27 January 2020

Agenda item:

**Business Plan Update 2020-2024**

**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:** Roger Kershaw

### Recommendations:

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1. That Cabinet considers and agrees the new draft growth proposals (Appendix 7), and the new draft savings/income proposals (Appendix 5a) and associated draft equalities impact assessments (Appendix 6) put forward by officers and refers them to the Overview and Scrutiny panels and Commission in February 2020 for consideration and comment as part of the Member's Information Pack.
  2. That Cabinet considers and agrees the growth and savings and the associated draft equalities analyses for the savings noted in October (Member's Information Pack)
  3. That Cabinet agrees the latest amendments to the draft Capital Programme 2020-2024 which was considered by Cabinet on 14 October 2019 and by scrutiny in November 2019.(Appendix 9) and refers them to the Overview and Scrutiny panels and Commission in February 2020 for consideration and comment as part of the Member's Information Pack.
  4. That Cabinet considers and agrees the proposed amendments to savings, including the draft equalities impact assessments previously agreed. (Appendices 5b and 5c) and refers them to the Overview and Scrutiny panels and Commission in February 2020 for consideration and comment as part of the Member's Information Pack.
  5. That Cabinet agrees the proposed Council Tax Base for 2020/21 set out in paragraph 2.9 and Appendix 1.
  6. That Cabinet considers the draft service plans. (Appendix 8) and refers them to the Overview and Scrutiny panels and Commission in February 2020 for consideration and comment as part of the Member's Information Pack.
  7. That Cabinet delegates authority to the Director of Corporate Services in discussion with Councillor Allison for Merton to enter into a London Business Rates Pool for 2020/21
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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 2020-24 and in particular on the progress made so far towards setting a balanced revenue budget for 2020/21 and over the Medium Term Financial Strategy 2020-24 period as a whole.
- 1.2 The report provides a summary of the key deadlines which need to be met following the delays in the Business Planning process necessitated as a result of the General Election which was held in December 2019.
- 1.3 An update on the latest information with respect to the Local Government Finance Settlement is also provided. This is a major element in identifying the key constraints (e.g. level of funding and Council Tax referendum principles) within which the Council will have to operate, in order to be able to set a balanced budget.
- 1.4 Specifically, the report provides details of additional revenue growth, savings and income proposals put forward by officers towards the savings/income targets agreed by Cabinet in October 2019.
- 1.5 The report also provides an update on the capital programme for 2020-24 and the financial implications for the MTFS.
- 1.6 This report is one of the budget updates through the financial year and will be referred to the Overview and Scrutiny Panels and Commission in February 2020 as part of the information pack.

## 2. DETAILS

### Brief recap

- 2.1 Given the delays in the Business Planning as a result of the General Election which took place on 12 December 2019, it is worth briefly summarising the progress that has been made so far towards setting a balanced budget and council tax for 2020/21.
- 2.2 A review of assumptions in the MTFS was undertaken and reported to Cabinet on 14 October 2019. Savings targets were set and some savings proposals were considered and referred to scrutiny panels and the Commission in November 2019 for ratification at a future Cabinet meeting, subject to scrutiny comments.
- 2.3 Taking into account the information contained in the October 2019 Cabinet report, the overall position of the MTFS reported to Cabinet on 14 October 2019 was as follows:-

(Cumulative Budget Gap)	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
MTFS Gap (Cabinet October 2019)	2,860	11,062	14,493	16,226

- 2.4 Feedback from the Overview and Scrutiny Panels and Commission in November 2019 was reported to Cabinet on 16 December 2019.

The report to Cabinet in December 2019 set out the comments made by the Commission and Panels in relation to the first round of budget scrutiny. It was noted that there was a significant level of uncertainty for the Council due to the delay in the funding announcement from central government. The scrutiny members would continue to support the Cabinet in lobbying central government for a more realistic, multi-year funding settlement.

Cabinet resolved:-

That Cabinet, in taking decisions relating to the Business Plan 2020-24, takes into account the comments and recommendations made by the Overview and Scrutiny Commission and the outcomes of consideration by the Overview and Scrutiny Panels.

- 2.5 On 29 October 2019 it was announced that a General Election would take place on 12 December 2019 and given the inevitable impact that this would have on Government business including local government (e.g. announcement of Local Government Finance Settlement for 2020/21) it was necessary to amend the Council's timetable.

## 2.6 Review of Assumptions

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

### 2.6.1 Pay

The pay and terms of conditions of employment for over 1.4 million local government services' workers is determined by the National Joint Council (NJC) for Local Government Services. On 24 July 2019 a pay claim for 2020/21 was submitted by the Joint Trade Union Side (UNISON, GMB and UNITE) to the Local Government Association (NJC).

The union's claim is for:-

- A real living wage of £10 per hour to be introduced for NJC scp 1 and a 10% increase on all other NJC/GLPC pay points
- A one day increase to the minimum paid annual leave entitlement set out in the Green Book
- A two hour reduction in the standard working week as set out in the Green Book
- A comprehensive joint national review of the workplace causes of stress and mental health throughout local authorities.

The current assumptions regarding pay inflation incorporated into the MTFS assume 2% per year.

The latest estimates for pay inflation included in the MTFS are:-

(Cumulative)	2020/21	2021/22	2022/23	2023/24
Pay inflation (%)	2.0%	2.0%	2.0%	2.0%
Revised Estimate (cumulative £000)	1,708	3,416	5,124	6,832

Further details on the pay negotiations for 2020/21 and beyond, and the impact on the MTFS will be reported when they are known.

### 2.6.2 Prices

The estimates for price inflation agreed by Council in March 2019 have been reviewed and the latest forecast is set out in the following table:-

(Cumulative)	2020/21	2021/22	2022/23	2023/24
Price inflation (%)	1.5%	1.5%	1.5%	1.5%
Revised Estimate (cumulative £000)	2,035	4,069	6,104	8,139

The Consumer Prices Index (CPI) 12-month rate was 1.5% in November 2019, unchanged from October 2019. The Consumer Prices Index including owner occupiers' housing costs (CPIH) 12-month inflation rate was also 1.5% in November 2019, unchanged from October 2019.

The RPI rate for November 2019 was 2.2%, which is up from the figure of 2.1% in October 2019.

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

Source: HM Treasury - Forecasts for the UK Economy (December 2019)			
	Lowest %	Highest %	Average %
2019 (Quarter 4)			
CPI	1.4	2.3	1.7
RPI	1.8	3.2	2.3
LFS Unemployment Rate	3.8	4.1	3.9
2020 (Quarter 4)			
CPI	1.4	3.3	1.9
RPI	1.8	4.2	2.6
LFS Unemployment Rate	3.8	4.6	4.1

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

Independent medium-term projections for the calendar years 2019 to 2023 are summarised in the following table:-

Source: HM Treasury - Forecasts for the UK Economy (December 2019)					
	2019	2020	2021	2022	2023
	%	%	%	%	%
CPI	1.8	1.8	1.9	2.1	2.1
RPI	2.6	2.4	2.7	3.3	3.4
LFS Unemployment Rate	3.9	4.0	4.0	4.1	4.0

Details on the outlook for inflation over the MTFs period are provided in Appendix 2.

### 2.6.3 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.

	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
Inflation exceeding 1.5%	450	450	450	450

The cash limiting strategy is not without risks but if the Government's 2% target levels of inflation were applied un-damped across the period then the budget gap would increase by c. £2.7m by 2023/24.

### 2.6.4 Income

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

### 2.6.5 Taxicards and Freedom Passes

These schemes are administered by London Councils on behalf of London boroughs. Each year, negotiations take place between London Councils Transport and Environment Committee (on behalf of boroughs) and TfL for buses, tubes, DLR, Tram, London Overground and TfL Rail to determine the cost of the scheme on the basis that both parties are neither better nor worse off. This is based on:

- The revenue foregone by the operators i.e. the revenue which if the concessionary fares scheme did not exist would be collected from Freedom Pass holders. This excludes fares income from generated travel; and

- The additional costs to the operator i.e. generated travel by permit holders for which operators receive no fares revenue but do receive the cost of increasing the service to allow for the extra trips made.

The change in the estimated cost of Taxicards and Freedom Passes from 2019/20 to 2020/21 is summarised in the following table:-

	<b>Current Estimate 2019/20 £000</b>
Freedom Passes	8,968
Taxicards	114
<b>Total</b>	<b>9,082</b>
Estimated Cost in 2020/21	9,174
<b>Increase for 2020/21</b>	<b>92</b>
Provision for increase in MTFS (Cabinet October 2019)	450
<b>Reduction in MTFS in 2020/21</b>	<b>358</b>

The MTFS will be adjusted to reflect these latest estimates.

#### 2.6.6 Revenuisation

In recent budgets it has been recognised that some expenditure formerly included in the capital programme could no longer be justified as it did not meet the definition of expenditure for capital purposes. Nevertheless, it is important that some of this expenditure takes place and the following amounts have been included in the latest MTFS for 2020-24:-

	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
Revenuisation	582	143	213	213

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

#### 2.6.7 **Budgetary Control 2019/20**

The revenue budgetary control information below summarises the corporate position using the latest available information as at 30 November 2019 as shown in a separate report on the agenda for this meeting. As at 30 November 2019, there is a forecast underspend for the Council of £0.941m.

Although an overall underspend is forecast, there are spending pressures being experienced in the following areas:-

- CS - Infrastructure and Transactions, Human Resources
- CSF - Children's Social Care, SEN transport
- CSF - DSG funded services are forecast to overspend by £10.557m. The DSG had a cumulative overspend of £2.909m at the end of 2018/19. The overspend in the current financial year will be adding to this balance, currently estimated at £13.476m. In light of this and the wider impact on the MTFs over the next four years, there is a separate report on the DSG on the agenda for this meeting.
- E&R – Safer Merton and CCTV, Senior management and support, Future Merton
- C&H – Libraries, Housing General Fund (mainly temporary accommodation)

## 2.6.8 Growth

The MTFs reported to Cabinet in October 2019 included new provision for growth from 2020/21 to 2023/24 as follows:-

Growth – Cabinet (October 2019)	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
CS - Emergency Planning – Response to Grenfell	150	0	0	0
CS – Microsoft Licences	280	0	0	0
<b>Service Department Growth Total</b>	<b>430</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Service Department Growth (cumulative)</b>	<b>430</b>	<b>430</b>	<b>430</b>	<b>430</b>
CSF – New Burdens funding to offset DSG Deficit (Based on October monitoring)*	9,297	(1,297)	726	925
<b>Total – New Burdens Funding</b>	<b>9,297</b>	<b>(1,297)</b>	<b>726</b>	<b>925</b>
<b>Cumulative – New Burdens Funding</b>	<b>9,297</b>	<b>8,000</b>	<b>8,726</b>	<b>9651</b>
<b>Total Growth (October Cabinet)</b>	<b>9,727</b>	<b>(1,297)</b>	<b>726</b>	<b>925</b>
<b>Cumulative Growth (October Cabinet)</b>	<b>9,727</b>	<b>8,430</b>	<b>9,156</b>	<b>10,081</b>

\*Current growth to offset 50% of the deficit, with some assumed additional HN Grant funding for 2021/21 only.

Since October, the need for growth has been reviewed and the following changes are proposed:-

- the projected DSG deficit has increased but this is partially offset by the assumption that High Needs grant funding will continue in the future rather than just apply for 2020/21. In the absence of any details from the Government that they are prepared to finance Council DSG deficits, the Council's General Fund contribution in the MTFs to fund the deficit has been increased. This contribution is based on the November 2019 deficit (including brought forward from 2018/19) and a Council contribution of 100% up to and including 2020/21 and 50% thereafter, as the current assumption is that there may be further funding once the outcome of current consultations are known. (See paragraph 5.2 for more details) (See separate report on the agenda and Appendix 7a)

- the need for some growth to address pressures in Children’s Services (See Appendix 7a and 7b)
- the need for some growth to address pressures in Environment and Regeneration (See separate report on the agenda and Appendix 7a)

If the new growth proposals are agreed, the total growth will be:-

Growth – Total	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
CS	430	0	0	0
CSF	3,847	404	384	390
E&R	937	0	0	0
C&H	0	0	0	0
Total	5,214	404	384	390
Cumulative	5,214	5,618	6,002	6,392
DSG Deficit – GF Contribution (cumulative)	16,014	6,354	7,158	8,130
Total (Cumulative)	21,228	11,972	13,160	14,522

## 2.6.9 Capital Financing Costs

### Revenue Implications of Current Capital Programme

As previously reported the Capital Programme has been reviewed and revised and a draft programme for 2020-2024 was approved by Cabinet on 14 October 2019.

Section 6 of this report sets out an update of progress made towards preparing the draft capital programme 2020-24.

The estimated capital financing costs, net of investment income and based on the latest draft programme, which includes the best estimate of new schemes commencing over the period 2020-24, the effect of estimated government grant funding, estimated funding from the Education Funding Agency (EFA) and slippage/reprofiling based on 2018/19 outturn and latest monitoring information, are set out in the following table. This also includes an element of revenue contribution to fund short-life assets:-

	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
Capital Programme (including slippage)	34,773	29,777	16,960	26,520
Revenue Implications	10,576	11,408	12,618	13,310



## 2.6.10 Pension Fund Revaluation

### Pensions

By law the Superannuation Fund is valued every 3 years. The new valuation is based on the position at 31 March 2019 and is implemented in the 2020/21 financial year. The fund has shown an increase in funding level to 103%. Discussions during the current financial year have been held with the actuary Barnett Waddingham LLP and they have confirmed that there will be no need to provide for a deficit recovery over the next three years.

**Table 18: Pension Deficit Recovery**

	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
MTFS (Based on 2016 valuation)	3,635	3,718	3,801	3,884
Latest (2019 valuation)	0	0	0	0
Change	(3,635)	(3,718)	(3,801)	(3,884)

### Oncost

In addition, the actuary has indicated that the future service contribution rate will be fixed at 17.06% for 2020/21, 2021/22 and 2022/23, an increase from 15.2% in the current year. The estimated additional cost in each department's salary costs from 2020/21 is as follows:-

**Table 19: Increased oncost contribution rate**

	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
Increased contribution	1,158	1,181	1,204	1,229

The net change in pension costs is therefore

	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
Net saving to General Fund	(2,477)	(2,537)	(2,597)	(2,655)

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

2.7.1 Due to the General Election which was held on 12 December 2019, the timetable for announcing the resources that local authorities will receive in 2020/21 was significantly delayed. The Provisional Settlement was eventually announced on 20 December 2019. Details on the Provisional Local Government Finance Settlement 2020/21 are provided in Appendix 3 with the key details relating to Merton's resources summarised in this Section of the report.

2.7.2 The Provisional Settlement broadly reflects the details set out in the Spending Round 2019. The main details are:-

a) Settlement Funding Assessment (RSG + Business Rates) allocations have increased by 1.6% nationally and in London. The details for Merton are:-

MERTON	2019-2020 £m	2020-2021 £m	Change £m	Change %
Settlement Funding Assessment	40.460	41.120	0.659	1.6
of which:				
Revenue Support Grant (RSG)	-	5.159		
Baseline Funding Level (BFL)	40.460	35.961		
(Tariff)/Top-Up (Included in BFL)	40.460 <b>(1.144)</b>	41.120 9.534		

b) Core Spending Power will increase by 6.3% nationally and 6.5% in London.

Merton's Core Spending Power is as follows:-

	2019-2020 £m	2020-2021 £m	Change £m	Change %
Settlement Funding Assessment	40.460	41.120	0.660	1.6
Section 31 Grant	1.153	1.441	0.288	25.0
Council Tax Requirement	92.370	97.847	5.477	5.9
Improved Better Care Fund	4.114	4.862	0.748	18.2
Social Care Support Grant	1.278	0.000	(1.278)	(100.0)
Social Care Grant	0.000	4.058	4.058	N/A
Winter Pressures Grant	0.748	0.000	(0.748)	See Improved BCF above
New Homes Bonus	2.108	1.438	(0.670)	(31.8)
<b>Total Core Spending Power</b>	<b>142.231</b>	<b>150.766</b>	<b>8.535</b>	<b>6.0</b>

The provisional Settlement outlined provisional core funding allocations based on Government assumptions. Therefore the figures included above for the Settlement Funding Assessment (Business Rates element) and Council Tax Requirement may differ from the actual amounts eventually calculated on Merton's more up to date information.

Further details on the grants and New Homes Bonus are included in Appendix 3.

c) Adult Social Care

As indicated in the Core Spending Power Summary, the Improved Better Care Fund (IBCF) has been extended to 2020/21 and Winter Pressures Grant of £0.748m has been incorporated. This is to be welcomed and reduces some of the pressure on the MTFS in which funding had been included to replace IBCF in case the Government no longer provided it. This funding can now be directed to meeting other pressures.

This is summarised in the following table:-

<b>Adult Social Care (IBCF)</b>	<b>2020/21 £000</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>	<b>2023/24 £000</b>
<b>Replacement funding included in MTFS Improved Better Care Fund 2020/21*</b>	<b>3,283 (4,862)</b>	<b>3,326</b>	<b>3,326</b>	<b>3,326</b>
<b>Balance</b>	<b>(1,579)</b>			

\* Funding beyond 2020/21 is not assured and is not included in the updated MTFS. However, given the Government's assurances that it is committed to addressing social care pressures, paragraph 6 includes an exemplification of the impact on the MTFS assuming that grant does continue.

d) Social Care Grant

As indicated in the Core Spending Power Summary, Social Care Grant of £4.058m will be received in 2020/21. It will be for local authorities to determine how much of it should be spent on adult social care and how much should be spent on children's social care.

In the first instance it is proposed to apply this grant to fund growth in Children, Schools and Families (paragraph 2.6.8 refers)

<b>Social Care Grant</b>	<b>2020/21 £000</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>	<b>2023/24 £000</b>
<b>CSF Growth (cumulative) Social Care Grant</b>	<b>2,372 4,058</b>	<b>2,776 *(2,776)</b>	<b>3,160 *(3,160)</b>	<b>3,550 *(3,550)</b>
<b>Balance</b>	<b>(1,686)</b>	<b>-</b>	<b>-</b>	<b>-</b>

\* Although funding beyond 2020/21 is not assured it has been assumed that grant at least equivalent to the growth currently provided in the MTFS will be received going forward, given the Government's manifesto commitment.

2.8 **London Business Rates 2020-21**

2.8.1 In the Spending Round 2019 which was published on 4 September 2019, it was announced that the Government has written to councils announcing that a decision has been taken to delay the implementation of 75 per cent business rates retention and the Fair Funding Review until April 2021.

2.8.2 The Government also announced that it was ending the 75% pilot pools, including the London pilot pool, for 2020/21. Based on the general arrangement currently in force, central government receive 33% of business rates, the GLA receive 37% and London boroughs receive 30%. London boroughs are still considering introducing a pooling arrangement based on these proportions. Leaders of London boroughs met in October to discuss the pool and agreed to pool in 2020-21. Participating authorities (32 boroughs, city, and the GLA) will have 28 days after the provisional Local government Finance Settlement to withdraw from the pool.

2.8.3 Regardless of whether there is a London pool or not, final projections for Business Rates retention in 2020/21 will be based on London Boroughs NNDR1 returns for 2020/21 which are due to be returned to central government by 31 January 2020.

## 2.9 Council Tax Base

2.9.1 The Council Tax Base is a key factor which is required by levying bodies and the Council for setting the levies and Council Tax for 2020/21. 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 2020/21. The Council is required to determine its Council Tax Base by 31 January 2020.

2.9.2 Regulations set out in the Local Authorities (Calculation of council Tax Base) Regulations 2012 (SI 2012:2914) ensure that new local council tax support schemes, implemented under the Local Government Finance Act 2012, are fully reflected in the council tax base for all authorities.

2.9.3 The Council Tax Base Return to central Government takes into account reductions in Council Tax Base due to the Council Tax Support Scheme and also reflects the latest criteria set for discounts and exemptions. The CTB Return for October 2019 is the basis for the calculation of the Council Tax Base for 2020/21.

2.9.4 Details of how the Council Tax Base is calculated are set out in Appendix 1. A summary of the Council Tax Bases for the Merton general area and the addition for properties within the Wimbledon and Putney Commons Conservators area for 2020/21 compared to 2019/20 is set out in the following table:-

<b>Council Tax Base</b>	<b>2019/20</b>	<b>2020/21</b>	<b>Change</b>
			%
Whole Area	74,951.7	75,989.9	1.4%
Wimbledon & Putney Common Conservators	11,464.4	11,604.6	1.2%

## 2.10 Proposed Amendments to Previously Agreed Savings

2.10.1 Cabinet on 14 October 2019 approved 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 2020-24.

2.10.2 Some additional changes to existing savings are proposed as follows:-

a) Corporate Services

It is proposed to replace a saving of £30,000 in 2020/21 with an alternative.

It is also proposed to defer three savings previously agreed, totalling £196,000 for 2020/21, until 2023/24.

b) Environment and Regeneration

It is proposed that previously agreed savings amounting to £0.647m be replaced in 2020/21 by alternative proposals.

2.10.2 Details of these further requests to defer and/or replace savings are set out in Appendix 5b for replacement savings and Appendix 5c for deferred savings. Including the changes approved by Cabinet in October 2019, the change over the four year MTFS period resulting from these proposals is set out in the following table:-

<b>Deferred Savings and Replacement Savings (Net impact)</b>	<b>2020/21 £000</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>	<b>2023/24 £000</b>	<b>Total £000</b>
Corporate Services	196	0	0	(196)	0
Children, Schools and Families	0	0	0	0	0
Environment and Regeneration	65	10	(75)	0	0
Community and Housing	0	0	0	0	0
<b>Total</b>	<b>261</b>	<b>10</b>	<b>(75)</b>	<b>(196)</b>	<b>0</b>
<b>Cumulative Total</b>	<b>261</b>	<b>271</b>	<b>196</b>	<b>0</b>	

## 3. SAVINGS PROPOSALS 2020-24

### Controllable budgets and Savings Targets for 2020-24

3.1 Cabinet on 14 October 2019 agreed the rolling forward of the unmet element of 2019/20 savings targets to be identified by service departments over the period 2020-24 as follows:-

	<b>Savings Targets 2020-24</b> £'000
Corporate Services	663
Children, Schools & Families	2,627
Environment & Regeneration	2,606
Community & Housing	4,385
<b>Total</b>	<b>10,281</b>

- 3.2 Cabinet on 14 October 2019 also considered some proposed new savings towards meeting these savings targets and referred them to the Scrutiny Panels and Commission. Cabinet agreed to ratify these savings at a future Cabinet meeting subject to scrutiny comments. The savings, considered by Cabinet in October 2019 and scrutinised by panels and the Commission during November 2019 are summarised in the following table:-

<b>SAVINGS (Cabinet 14 March 2019)</b>	<b>2020/21 £000</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>	<b>2023/24 £000</b>	<b>Total £000</b>
Corporate Services	570	(49)	125	0	646
Children, Schools and Families	509	400	0	0	909
Environment and Regeneration	1,240	340	0	0	1,580
Community and Housing	0	500	0	0	500
<b>Total</b>	<b>2,319</b>	<b>1,191</b>	<b>125</b>	<b>0</b>	<b>3,635</b>
<b>Total (cumulative)</b>	<b>2,319</b>	<b>3,510</b>	<b>3,635</b>	<b>3,635</b>	

- 3.3 Feedback on the October 2019 Cabinet proposals from the Overview and Scrutiny Panels and the Commission which met during November 2019 was reported to Cabinet on 9 December 2019
- 3.4 Further work has been carried out since October 2019 to identify additional savings and details of these proposals are provided in Appendix 5a and summarised in the following table:-

<b>SAVINGS PROPOSALS</b>	<b>2020/21 £000</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>	<b>2023/24 £000</b>	<b>Total £000</b>
Corporate Services	0	0	0	0	0
Children, Schools and Families	1,460	410	0	0	1,870
Environment and Regeneration	40	70	0	0	110
Community and Housing	532	810	60	0	1,402
<b>Total</b>	<b>2,032</b>	<b>1,290</b>	<b>60</b>	<b>0</b>	<b>3,382</b>
<b>Total (cumulative)</b>	<b>2,032</b>	<b>3,322</b>	<b>3,382</b>	<b>3,382</b>	

3.5 These savings will be scrutinised by Overview and Scrutiny Panels and the Commission during February 2020 and will be included in the Member's Information pack that will be despatched to all Members at the end of January 2020.

3.6 If all of these are approved, the total new savings, including those agreed in October 2019, is:-

<b>SUMMARY (cumulative)</b>	<b>2020/21 £000</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>	<b>2023/24 £000</b>	<b>Total £000</b>
Corporate Services	570	(49)	125	0	646
Children, Schools & Families	1,969	810	0	0	2,779
Environment & Regeneration	1,280	410	0	0	1,690
Community & Housing	532	1,310	60	0	1,902
<b>Total</b>	<b>4,351</b>	<b>2,481</b>	<b>185</b>	<b>0</b>	<b>7,017</b>
<b>Net Cumulative total</b>	<b>4,351</b>	<b>6,832</b>	<b>7,017</b>	<b>7,017</b>	

3.7 Assuming that all of the savings proposed so far are accepted the balance remaining is as follows:-

	<b>Targets £'000</b>	<b>Proposals £'000</b>	<b>Balance £'000</b>	<b>Balance %</b>
Corporate Services	663	646	17	2.6
Children, Schools & Families	2,627	2,779	(152)	0
Environment & Regeneration	2,606	1,690	916	35.1
Community & Housing	4,385	1,902	2,483	56.6
<b>Total</b>	<b>10,281</b>	<b>7,017</b>	<b>3,264</b>	<b>31.7</b>

3.8 Draft Equalities Assessments where applicable are included in Appendix 6.

3.9 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. **SERVICE PLANNING 2020-24**

4.1 Draft Service Plans are included in Appendix 8.

#### 5. **USE OF RESERVES IN 2019/20 and 2020-24**

5.1 The application of current revenue reserves in 2019/20 to address any level of overspend will have an ongoing impact on the MTFs going forward.

## 5.2 DSG Deficit

The treatment of the forecast Dedicated Schools Grant deficit will be an important factor in this. As reported elsewhere on the January 2020 Cabinet agenda as part of the monthly monitoring report, based on November 2019, DSG funded services are forecast to overspend by £10.557m in 2019/20 bringing the cumulated deficit at year end to £13.466m, although this is expected to increase by year end, and to continue to increase in future years.

Increasing Deficits in DSG is a national issue and the Department for Education issued a consultation paper consulting on changing the conditions of grant and regulations applying to the Dedicated Schools Grant (DSG). This is designed to clarify that the DSG is a ring-fenced specific grant separate from the general funding of local authorities, and that any deficit an authority may have on its DSG account is expected to be carried forward and does not require to be covered by the authority's general reserves. The consultation period ran until 15 November 2019 and Merton submitted a response.

Whilst it is welcomed that the General Fund is not expected to fund the DSG deficit the issue of how such large amounts can be accounted for is one that needs to be resolved at a national level.

The previous update on the MTFs reported to Cabinet in October 2019 assumed that the General Fund would contribute 50% towards the estimated DSG deficit and this is also the assumption in the growth calculations included in paragraph 2.6.8.

The Provisional Local Government Finance Settlement did not include any additional resources to enable local authorities to address the anticipated funding difficulties. This issue is still under consideration by the Government. For the purposes of this report the financial implications of a range of potential outcomes have been assessed:-

- Option 1: As included in the October Cabinet report assuming that the Council's General Fund meets all of the deficit until the end of 2019/20 and 50% of the deficit thereafter (based on November 2019 monitoring in this report)
- Option 2: assuming that the Council's General Fund meets all of the deficit until the end of 2020/21 and 50% of the deficit thereafter (based on November 2019 monitoring in this report)
- Option 3: assuming that the Council's General Fund meets all of the deficit until the end of 2019/20 and the Government meets 100% of the deficit thereafter (based on November 2019 monitoring in this report)
- Option 4: assuming that the Government does not make any contribution towards funding the DSG deficit and the burden falls entirely on the council's General Fund

The impact on the MTFs of each of the options is as follows:-



	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	TOTAL £000
Cabinet (October)	9,297	8,000	8,727	9,652	35,676
Option 1	10,786	6,354	7,158	8,130	32,428
Option 2	16,014	6,354	7,158	8,130	37,656
Option 3	5,557	0	0	0	5,557
Option 4	16,014	12,707	14,316	16,260	59,297

## 6. UPDATE TO MTFS 2020-24

- 6.1 The MTFS gap in October 2019 was c. £16m and with additional savings proposals of c. £2.4m, additional service department growth of c. £4.5m and other changes, including revisions to capital financing costs arising from the capital programme, increases in council tax yield arising from the new council tax base for 2020/21, changes arising from the Budget 2019 and Provisional Local Government Finance Settlement in December, and assuming option 2 with respect to the DSG deficit, the latest budget gap forecast is:-

	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
<b>Budget Gap in MTFS</b>	<b>0</b>	<b>4,239</b>	<b>8,502</b>	<b>10,541</b>

A more detailed MTFS is included as Appendix 4.

- 6.2 As referred to in paragraph 2.7.2 (c), the future related to the Improved Better Care Fund from 2021/22 is not assured and is therefore omitted from the MTFS gap shown above and in Appendix 4. However, if the Improved Better Care Funding continues from 2021/22 the impact of the forecast budget gap is as follows:-

	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
<b>Budget Gap in MTFS</b>	<b>0</b>	<b>0</b>	<b>3,017</b>	<b>5,679</b>

- 6.3 Draft Service department budget summaries based on the information in this report will be included in the pack available for scrutiny. (Appendix 10)

## **7. CAPITAL PROGRAMME 2020-24: UPDATE**

- 7.1 The proposed draft Capital Programme 2020-24 was presented to Cabinet on 14 October 2019.
- 7.2 The programme has been reviewed by scrutiny panels.
- 7.3 Monthly monitoring of the approved programme for 2019/20 has been ongoing and there will inevitably be further changes arising from slippage, reprofiling and the announcement of capital grants as part of the local government finance settlement.
- 7.4 Further changes that have been made to the proposed capital programme since it was presented to Cabinet in October 2019 are set out in Appendix 5. These include reprofiling of existing schemes and addition of some new bids commencing over the period of the MTFS.
- 7.5 The estimated revenue implications of funding the draft capital programme are summarised in paragraph 2.6.9 and these have been incorporated into the latest draft MTFS 2020-24.

## **8. BUDGET STRATEGY**

- 8.1 The council has a statutory duty to set a balanced budget.
- 8.2 The MTFS reported to Cabinet in October 2019 assumed a 2% general Council Tax increase in 2020/21. The MTFS in this update assumes a 1.99% general Council Tax increase and a 2% increase for Adult Social Care Precept, as assumed in the Core Spending Power. This keeps the proposed Council Tax increase for 2020/21 within the 4% referendum threshold.
- 8.3 With respect to the DSG deficit, it is assumed that the Council's General Fund will provide for 100% of the estimated deficit (Based on November 2019 monitoring information) up until 2020/21 and 50% thereafter. (Option 2 in paragraph 5.2 refers)

## **9. GLA BUDGET AND PRECEPT SETTING 2020-21**

- 9.1 The Greater London Authority (GLA) sets a budget for itself and each of the four functional bodies: Transport for London, the London Development Agency, the Metropolitan Police Authority, and the London Fire and Emergency Planning Authority. These budgets together form the consolidated budget.
- 9.2 The Mayor published his draft consolidated budget and provisional council tax precept for 2020-21 on 18 December 2019 for consultation. The consultation on the budget proposals will end on Wednesday 15 January 2020.

- 9.3 The provisional precept on council taxpayers in the 32 London boroughs is £326.92 – a £6.41 or 1.99% increase compared to 2019/20. The proposed precept for council taxpayers in the City of London – excluding the police element – is £79.94 (an increase of 1.99%). It should be noted that the Band D precept is likely to change prior to the Mayor's final budget to reflect the impact of the Home Office settlement for policing including the council tax referendum thresholds for local policing bodies which have not yet been announced for 2020-21.
- 9.4 The Mayor's draft budget is expected to be considered by the London Assembly on 29 January 2020. The final draft budget is scheduled to be considered by the Assembly on 24 February 2020 following which the Mayor will confirm formally the final precept and GLA group budget for 2020-21. The statutory deadline for the GLA to agree the final GLA council tax precept and the Capital Spending Plan is 28 February 2020.
- 9.5 NNDR1 returns will be required to be submitted to the MHCLG by 31 January 2020 and, with the addition of information required for the London pilot pool, it is essential that all authorities meet this deadline for the GLA to be able to achieve its timetable. It is anticipated that the percentage shares for 2020-21 used for the returns for London authorities will be 37% GLA, 33% central government and 30% London boroughs. This has been confirmed in the provisional local government finance settlement.

## 10. **CONSULTATION UNDERTAKEN OR PROPOSED**

- 10.1 There will be consultation as the business plan process develops. This will include the Overview and Scrutiny panels and Commission, business ratepayers and all other relevant parties.
- 10.2 In accordance with statute, consultation is taking place with business ratepayers and a meeting will be arranged for February 2020.
- 10.3 As previously indicated, a Member's information pack will be prepared and distributed to all councillors and the revised date for this is 29 January 2020. This can be brought to all Scrutiny and Cabinet meetings from 6 February 2020 onwards and to Budget Council. Despite the delay, this should be an improvement for both councillors and officers - more manageable for councillors and it will ensure that only one version of those documents is available so referring to page numbers at meetings will be easier. It will also keep printing costs down and reduce the amount of printing that needs to take place immediately prior to Budget Council.

10.4 The pack will include:

- Savings proposals
- Growth proposals
- A draft Equality impact assessment for each saving proposal.
- Service plans (these will also be printed in A3 to lay round at scrutiny meetings)
- Budget Summaries 2020/21

11. **TIMETABLE**

11.1 In accordance with revised financial reporting timetables.

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

12.1 All relevant implications have been addressed in the report.

13. **LEGAL AND STATUTORY IMPLICATIONS**

13.1 All relevant implications have been addressed in the report.

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

14.1 Draft Equalities assessments of the savings proposals are included in Appendix 6.

15. **CRIME AND DISORDER IMPLICATIONS**

15.1 Not applicable.

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

16.1 Not applicable.

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

**Appendix 1:** Council Tax Base 2020/21

**Appendix 2:** Outlook for inflation

**Appendix 3:** Provisional Local government Finance Settlement 2020-21: Summary

**Appendix 4:** MTFFS Update

**Appendix 5:** Savings Proposals – January 2020 Cabinet

- (a) New proposals
- (b) Replacement savings
- (c) Deferred savings

**Appendix 6:** Equalities Assessments - January 2020 Cabinet Savings Proposals

- (a) Savings
- (b) Growth

**Appendix 7:** Growth proposals – January 2020 Cabinet

- (a) Details of growth proposals
- (b) CSF growth

**Appendix 8:** Service Plans 2020-24

**Appendix 9:** Draft Capital Programme 2020-24 and Capital Strategy 2020/21

**Appendix 10:** Budget Summaries

**BACKGROUND PAPERS**

Budget files held in the Corporate Services department.

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**Council Tax Base 2020/21****1. INTRODUCTION**

- 1.1 The council tax base is the measure of the number of dwellings to which council tax is chargeable in an area or part of an area. The Council Tax base is calculated using the properties from the Valuation List together with information held within Council Tax records. The properties are adjusted to reflect the number of properties within different bands in order to produce the Council Tax Base (Band D equivalent).
- 1.2 Since 2013/14 the Council Tax Base calculation has been affected by the introduction of the new local council tax support scheme and technical reforms to council tax. On 30 November 2012, new regulations set out in the Local Authorities (Calculation of council Tax Base) Regulations 2012 (SI 2012:2914) came into force. These regulations ensure that new local council tax support schemes, implemented under the Local Government Finance Act 2012, are fully reflected in the council tax base for all authorities.
- 1.3 Under the regulations, the council tax base is the aggregate of the relevant amounts calculated for each valuation band multiplied by the authority's estimated collection rate for the year.
- 1.4 The relevant amounts are calculated as
  - number of chargeable dwellings in each band shown on the valuation list on a specified day of the previous year,
  - adjusted for the number of discounts, and reductions for disability, that apply to those Dwellings
- 1.5 All authorities notify the MHCLG of their unadjusted Council Tax Base using a CTB Form using valuation list information as at 9 September 2019. The deadline for return was 11 October 2019 and Merton met this deadline.
- 1.6 The CTB form for 2019 includes the latest details about the Council Tax Support Scheme and the technical reforms which impacted on discounts and exemptions.
- 1.7 There is a separate council tax base for those properties within the area covered by Wimbledon and Putney Commons Conservators. The Conservators use this, together with the Council Tax bases from RB Kingston, and Wandsworth to calculate the levy which is charged each year.

**2. ASSUMPTIONS IN THE MTFS**

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

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

2.2 The draft MTFS previously reported to Cabinet during the business planning process has assumed that the Council Tax Base increases 0.5% per year and that the collection rate is 98.5% in each of the years.

2.3 These assumptions have been reviewed and it is considered that, based on the Council's recent Council Tax collection experience, the collection rate can be raised by 0.25% to 98.75%. The annual increase in Council Tax Base has been maintained at 0.5%. These rates have been applied to the latest Council Tax Base information included on the CTB return completed on 11 October 2019 to produce the Council Tax Base 2020/21.

2.4 Information from the October 2019 Council Tax Base Return

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

2.4.2 The information in the CTB returns has been used to calculate the council tax bases and these are summarised in the following table compared to 2019/20:-

<b>Council Tax Base</b>	<b>2019/20</b>	<b>2020/21</b>	<b>Change</b>
			%
Whole Area	74,951.7	75,989.9	1.4%
Wimbledon & Putney Common Conservators	11,464.4	11,604.6	1.2%

3. **IMPLICATIONS FOR COUNCIL TAX YIELD 2020/21**

3.1 On a like for like basis (i.e. assuming council tax charges do not change) the estimated income in 2020/21 compared to 2019/20 is summarised in the following table:-

<b>Council Tax: Whole area</b>	<b>2019/20</b>	<b>2020/21</b>
Tax Base	74,951.7	75,989.9
Band D Council Tax	£1,227.82	£1,227.82
<b>Estimated Yield</b>	<b>£92.027m</b>	<b>£93.302m</b>
Change: 2019/20 to 2020/21 (£m)		+ £1.275m
Change: 2019/20 to 2020/21 (%)		+ 1.4%

3.2 Analysis of changes in yield 2019/20 to latest 2020/21

3.2.1 There are a number of reasons for the change in estimated yield between 2019/20 and the latest estimate based on the CTB data.

3.2.2 Over this period the Council Tax Base increased by 1,038.2 from 74,951.7 to 75,989.9 which multiplied by the Band D Council Tax of £1,227.82 results in additional yield of £1.275m.

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

a) Number of Chargeable Dwellings and Exempt Dwellings

Between years the number of properties increased by 490 from 84,805 to 85,295 and the number of exempt dwellings increased by 104 from 794 to 898. This means that the number of chargeable dwellings increased by 386 between years. Based on a full charge, this equates to additional council tax of £0.474m.

b) Amount of Council Tax Support Reduction

Based on October 2018 there was a reduction of 8,177.1 to the Council Tax Base for local council tax support. This has reduced to 7,688.1 in based on October 2019 which is a change of 489 and equates to additional council tax of about £0.600m.

c) Changes in Discounts, Exemptions and Premiums

Overall, the number of properties subject to discounts or exemption increased by 168 and those subject to premiums increased by 7 between October 2018 and October 2019.

d) Change in collection rate

There has been an increase of 0.25% in the estimated collection rate to 98.75% which increases the base by 192.3 and increases the council tax yield by c. £0.236m

Summary

The following table puts the individual elements together to show how the potential council tax yield changes between 2019/20 and 2020/21:-

	<b>Approx. Change in Council Tax Base</b>	<b>Approx. Change in Council Tax yield</b>
		£m
Increase in number of chargeable dwellings	386	0.474
Change in Council Tax Support Reductions	489	0.600
Change in discounts, exemptions, premiums and distribution	(29)	(0.035)
Change in collection rate	192	0.236
<b>Total</b>	<b>1,038</b>	<b>1.275</b>



### 3.10 Council Tax Yield 2020/21

3.10.1 Assuming no change in Council Tax for 2020/21 the estimated Council Tax yield for 2020/21 is:-

<b>Council Tax: Whole area</b>	<b>Tax Base</b>	<b>Band D 2019/20</b>	<b>Council Tax Yield 2020/21</b>	<b>Council Tax Yield 2019/20</b>
Merton	75,989.9	£1,227.82	£93.302m	£92.027m
WPCC	11,604.6	£29.90	£0.347m	£0.343m
GLA	75,989.9	£320.51	£24.356m	£24.023m

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

3.10.2 The updated MTFS is based on the following assumptions:-

	2020/21	2021/22	2022/23	2023/24
Increase in CT Base	1.4%	0.5%	0.5%	0.5%
Collection Rate	98.75%	98.75%	98.75%	98.75%
Council Tax - General	1.99%	2%	2%	2%
Council Tax – Adult Social Care	2.00%	0%	0%	0%

3.10.3 Based on the new Council Tax Base but using the same assumptions as in the MTFS set out in the table in 3.10.2 above, the change in Council Tax Yield is as follows:-

<b>MTFS Council Tax Yield (excluding WPCC)</b>	<b>2020/21 £'000</b>	<b>2021/22 £'000</b>	<b>2022/23 £'000</b>	<b>2023/24 £'000</b>
CT Yield (Cabinet 14 October 2019)	94,337	96,686	99,084	101,533
CT Yield (New Council Tax Base)	97,025	99,432	101,889	104,398
<b>Change in CT Yield from new Base</b>	<b>2,688</b>	<b>2,746</b>	<b>2,805</b>	<b>2,865</b>

Outlook for inflation:

The Bank of England’s Monetary Policy Committee (MPC) sets monetary policy to meet the 2% inflation target and in a way that helps to sustain growth and employment. At its meeting ending on 18 December 2019, the MPC voted by a majority of 7-2 to maintain Bank Rate at 0.75%. The Committee voted unanimously to maintain the stock of sterling non-financial investment-grade corporate bond purchases, financed by the issuance of central bank reserves, at £10 billion. The Committee also voted unanimously to maintain the stock of UK government bond purchases, financed by the issuance of central bank reserves, at £435 billion.

In the minutes to its December meeting, the MPC note that “there continue to be some signs that the labour market is loosening, although it remains tight. Employment growth has slowed and vacancies have fallen, but the unemployment rate has remained stable and the employment rate is around its record high. Although pay growth has eased somewhat, unit labour costs have continued to grow at rates above those consistent with meeting the inflation target in the medium term. CPI inflation remained at 1.5% in November and core CPI inflation remained at 1.7%, broadly as expected. The headline rate is still expected to fall to around 1¼% by the spring, owing to the temporary effects of falls in regulated energy and water prices. Monetary policy could respond in either direction to changes in the economic outlook in order to ensure a sustainable return of inflation to the 2% target. The Committee will, among other factors, continue to monitor closely the responses of companies and households to Brexit developments as well as the prospects for a recovery in global growth.”

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

Source: HM Treasury - Forecasts for the UK Economy (December 2019)			
	Lowest %	Highest %	Average %
2019 (Quarter 4)			
CPI	1.4	2.3	1.7
RPI	1.8	3.2	2.3
LFS Unemployment Rate	3.8	4.1	3.9
2020 (Quarter 4)			
CPI	1.4	3.3	1.9
RPI	1.8	4.2	2.6
LFS Unemployment Rate	3.8	4.6	4.1

Independent medium-term projections for the calendar years 2019 to 2023 are summarised in the following table:-

Source: HM Treasury - Forecasts for the UK Economy (December 2019)					
	2019	2020	2021	2022	2023
	%	%	%	%	%
CPI	1.8	1.8	1.9	2.1	2.1
RPI	2.6	2.4	2.7	3.3	3.4
LFS Unemployment Rate	3.9	4.0	4.0	4.1	4.0

## PROVISIONAL LOCAL GOVERNMENT FINANCE SETTLEMENT 2020/21

### Background – Delay to the announcement

In recent years at the end of November to mid-December, the government has notified local authorities of their Provisional Local Government Finance Settlement. This has included the amounts of funding allocated to each local authority in terms of Revenue Support Grant, share of Business Rates and other major allocations of grant. The final Settlement figures are published the following January/February but are generally unchanged from the provisional figures. The total amount of funding available for local authorities is essentially determined by the amount of resources that Central Government has allocated as part of its annual Departmental Expenditure Limit which is set out in the Budget. The Budget usually sets out the government's plans for the economy based on the latest forecasts from the Office for Budget Responsibility's (OBR) "Economic and Fiscal Outlook".

The Government originally announced that there would be a Budget on 6 November but due to the delay in Brexit negotiations it was then cancelled and subsequently a General Election was called for 12 December 2019. This has resulted in delays to the Government's publication of key financial information on which local authorities base their budgets and council tax assumptions.

### Office for Budget Responsibility (OBR) – Publication of Restated March Forecasts

The Chairman of the OBR, wrote to the Treasury on 29 October 2019 concerning the cancellation of the Budget and in the letter indicated that "Following the cancellation of the Budget, we have decided to publish a restated version of our March public finance forecast, incorporating subsequent ONS classification and other statistical changes. Given the importance of these changes for public understanding of the baseline against which the Government will wish to judge its fiscal policy options, we believe that it would be useful to explain publicly the impact that these changes would have had on our March forecast. We have written to the Treasury informing them that we intend to publish our restated March forecast on 7 November at 9.30am."

On 7 November the OBR published the following statement on its website

"As we notified the Treasury and Treasury Select Committee on 29 October, we had planned to publish a technical restatement of our March public finance forecast this morning, bringing it into line with current ONS statistical treatment – for example, the new treatment of student loans implemented in September – but not incorporating any new forecast judgements regarding the economy, the public finances or the impact of Brexit. This will no longer go ahead as the Cabinet Secretary has concluded that this would not be consistent with the Cabinet Office's General Election Guidance."

On 5 November 2019, the Director General, Local Government and Public Services, at the Ministry of Housing, Communities and Local Government wrote to all Chief Executives and Chief Finance Officers with the following update:-

*“Dear Chief Executive/ Chief Finance Officer,  
As you know, the Early Parliamentary General Election Bill recently gained Royal Assent and a General Election will be held on Thursday 12 December. Colleagues in local authorities will naturally be keen to understand how this impacts on funding for local government next year. While we cannot be definitive at this stage, I hope that this letter will give an outline of recent decision taken by this Government and a sense of the outcomes it is seeking to achieve.*

## **LOCAL GOVERNMENT FINANCE SETTLEMENT**

*As you know, the Government set out its proposals for the 2020-21 settlement in a technical consultation published on 3 October 2019. This consultation has now closed, and I am grateful for your responses. The department is now working through each response and will come back with further proposals, including proposed local authority allocations, at the provisional settlement.*

*Last year the independent review of local government finance and processes recommended the department issue the provisional settlement around 5 December. This is no longer possible because of the General Election. However, the department anticipates that the provisional Settlement will be a priority for Ministers to consider after the General Election. We will take all possible steps to ensure that the final settlement aligns with local authority budget setting timetables.*

*In the meantime, local authorities should take account of the proposals the Government has published in the technical consultation in drawing up draft budgets for next year. “*

Following the result of the General Election, the Provisional Local Government Finance Settlement was released on 20 December 2019. A summary analysis on the potential financial impact of the provisional Settlement is included as Appendix 3.

The Provisional Settlement broadly reflects the details set out in the Spending Round 2019. The main details are:-

### Overview of the Provisional Local Government Settlement 2020-21

Details of the provisional Local Government Settlement were published on 20 December 2019. There were no significant changes from those included in the Spending Round 2019 and detailed in the Government’s Technical Consultation which was published in October 2019.

This is a summary of the main details included in the Provisional Settlement, with particular emphasis on the implications for Merton.

## **1. Provisional Local Government Settlement**

### **1.1 Settlement Funding Assessment (SFA)**

This section sets out the main details included in the Provisional Settlement and assesses the implications for Merton’s finances as set out in the Medium Term Financial Strategy (MTFS).

The Settlement outlined core funding allocations (Settlement Funding Assessment (SFA) for local authorities for 2020/21.

The Settlement Funding Assessment is the total of Revenue Support Grant (RSG) and Baseline Funding (BF) from Business Rates. There has been an increase of 1.6% in SFA nationally in 2020/21. Details of changes in SFA for England, London boroughs and in Merton are summarised in the following table:-

	2016/17 Final	2017/18 Final	2018/19 Final	2019/20 Final	2020/21 Provisional
Merton (£m)	55.5	48.5	44.7	40.5	41.1
Annual % Change	-	-12.6%	-7.8%	-9.4%	1.6%
Cumulative % change	-	-12.6%	-19.5%	-27.0%	-25.9%
England (£m)	18,601.5	16,632.4	15,574.2	14,559.6	14,796.9
Annual % Change	-	-10.6%	-6.5%	-6.5%	1.6%
Cumulative % change	-	-10.6%	-16.3%	-21.7%	-20.6%
London Boroughs (£m)	3,398.5	3,078.3	2,901.2	2,713.5	2,757.7
Annual % Change	-	-9.4%	-5.8%	-6.5%	1.6%
Cumulative % change	-	-9.4%	-14.6%	-20.2%	-18.9%

## 1.2 Core Spending Power

Core Spending Power is the Government's measure of the resources available to local authorities to fund service delivery. In 2020-21 it includes "roll forward" of core components from 2019-20 and also injects significant new funding into social care

Core Spending Power in 2020-21 is therefore made up of:

- Settlement Funding Assessment
- Estimated Council Tax Requirement excluding Parish Precepts
- Compensation via Section 31 grant for under-indexing the business rates multiplier
- Additional Council Tax revenue from referendum principle for social care
- Potential additional Council Tax revenue from referendum principle for all districts.
- Improved Better Care Fund
- New Homes Bonus and New Homes Bonus Returned Funding;
- Rural Services Delivery Grant
- Adult Social Care Support grant
- Winter Pressures Grant
- Social Care Support Grant

In 2020-21, Social Care Support Grant has been renamed Social Care Grant and Winter Pressures Grant has been rolled into the Improved Better Care Fund.

At the England level since 2016/17 there will be a cumulative increase in spending power of £5.4 billion (12.4% in cash terms) from £43.7 billion to

£49.1 billion. The equivalent figures for London boroughs are an increase of £643.9 billion (9.7%) from £6.7 billion to £7.3 billion.

However, as Core Spending Power includes a number of assumptions, this is unlikely to be an accurate reflection of the actual resources available to local authorities. In particular it assumes:-

- All authorities that are eligible raise the social care precept to its maximum in 2020-21
- All authorities increase overall council tax by the maximum amount (2% in 2020-21)
- Tax base increases at the same average rate for each authority as between 2015-16 to 2019-20
- New Homes Bonus allocations are based on the share of NHB to date

In England the level of assumed spending power will increase by £2.9 billion (6.3%) in 2020-21 from £46.2 billion to £49.1 billion. In London boroughs the assumed increase is £446.1million (6.5%) in 2020/21 from £6.848 billion to £7.294 billion.

A summary of Merton's assumed Core Spending Power from 2016/17 to 2020/21 is included in the following table:-

#### Detailed Breakdown of Core Spending Power – Merton

	Final	Final	Final	Final	Provisional	Annual Change (19-20 to 20-21)	Cumulative Change (16-17 to 20-21)
	2016-17	2017-18	2018/19	2019/20	2020/21		
	£m	£m	£m	£m		%	%
Council Tax	78.920	82.563	87.009	92.370	97.847	5.9%	24.0%
Settlement Funding Assessment*	55.500	48.545	44.662	40.460	41.120	1.6%	-25.9%
Compensation for under-indexing the business rates multiplier	0.476	0.504	0.793	1.153	1.441	25.0%	202.7%
Improved Better Care Fund	0.000	2.746	3.523	4.114	4.862	18.2%	-
New Homes Bonus	4.658	4.068	2.371	2.108	1.438	-31.8%	-69.1%
New Homes Bonus – returned funding	0.076	0.080	0.000	0.000	0.000	-	-100%
Transition Grant	0.567	0.557	0.000	0.000	0.000	-	-100%
Adult Social Care Support Grant	0.000	0.751	0.467	0.000	0.000	-	-
Winter Pressures Grant	0.000	0.000	0.748	0.748	0.000	-100.0%	-
Social Care Support Grant	0.000	0.000	0.000	1.278	0.000	-100.0%	-
Social Care Grant	0.000	0.000	0.000	0.000	4.058	-	-
<b>Core Spending Power</b>	<b>140.197</b>	<b>139.815</b>	<b>139.574</b>	<b>143.231</b>	<b>150.766</b>	<b>5.3%</b>	<b>7.5%</b>

\* SFA figures do not reflect the London Business Rates Pool

### 1.3 Council tax referendum principles for principal local authorities

In terms of controlling the level of council tax increases that local authorities can set in 2020-21, without the need for a local referendum, the Government has decided that the core principles to be applied to authorities with social care responsibilities including London boroughs such as Merton are:-

- For 2020-21, the relevant basic amount of council tax is excessive if the authority's relevant basic amount of council tax for 2020-21 is 4% (comprising 2% for expenditure on adult social care and 2% for other expenditure), or more than 4%, greater than its relevant basic amount of council tax for 2019-20

The financial projections in this report are based on the following levels of council tax increase:-

	2020/21 %	2021/22 %	2022/23 %	2023/24 %
Council Tax increase - General	1.99	2.00	2.00	2.00
Council Tax increase - ASC	2.00	0	0	0
Total	3.99	2.00	2.00	2.00

### 1.4 Special and specific grants

The distribution of a number of grants was published alongside the Provisional Settlement. Within core spending power these include:-

- New Homes Bonus
- Improved Better Care Fund
- Rural Services Delivery Grant (not applicable to London)
- Compensation for under-indexing the business rates multiplier
- Winter Pressures Grant
- Social Care Support Grant

Outside of the Provisional Settlement, allocations of a number of other grants have yet to be published including:-

- Lead Local Flood Authorities funding
- Flexible Homelessness Support Grant
- Homelessness Reduction Act new burdens funding

The provisional schools funding settlement for 2020/21 has been published by the Department for Education. (See Section 2 )

#### 1.4.1 New Homes Bonus

The Spending Review 2015 set out the overall envelope for New Homes Bonus payments over the period to 2019-20 as being £1,485 million for 2016-17, reducing to £900 million by 2019-20. £18 million was made available to



maintain the NHB baseline for payments in 2019-20. The Spending Round 2019 maintained the overall funding at £900 million in 2020-21. £7 million will be made available to maintain the NHB baseline for payments in 2020-21.

The Provisional Settlement confirms the proposal set out in the October technical consultation that 2020-21 NHB payments will not attract legacy payments in following years. However, the Government has confirmed it will retain the 0.4 per cent baseline which means local authorities will need to achieve tax base growth of greater than 0.4 per cent before they receive any NHB funding.

New Homes Bonus returned funding: For 2016-17 and 2017-18 any unclaimed New Homes Bonus funding was returned to local authorities based on their share of 2013-14 adjusted Start-up Funding Allowance. In 2018-19, 2019-20 and 2020-21, New Homes Bonus allocations exceed the original funding so there is no returned funding.

1.4.2 Compensation for under-indexing the business rates multiplier: The level of compensation for under-indexing of the business rates multiplier as a result of previous decisions to cap business rates increases by past governments, will increase nationally from £400.0m in 2019/20 to £500.0m in 2020-21 (an increase from £70.9m to £88.6m across London boroughs). Merton's allocation in 2020-21 is estimated to be £1.441m.

1.4.3 Former Independent Living Fund Recipient Grant: The Former Independent Living Fund (ILF) recipient grant funds pre-existing ILF arrangements following the closure of the ILF in 2015. This was intended to come to a conclusion in 2019-20. The Government has decided to continue the grant for a further year at 2019-20 levels of £160.6m, of which London will receive £19.3m. The detail by London borough is to be announced.

1.4.4 Improved Better Care Fund  
In England, this represents a total of £1,115 million in 2017-18, £1,499 million in 2018-19, £1,837 million in 2019-20 and £2,077 million in 2020-21. The £2,000 million additional funding announced at Budget 2017 is included in this total. For 2020-21, the existing improved Better Care Fund funding is maintained at 2019-20 levels, and incorporates the £240 million which was allocated as Winter Pressures Grant in 2019-20, allocated using the adult social care relative needs formula.

Merton's allocation is:-

<b>Improved Better Care Fund</b>	<b>2020-21 £m</b>
Merton	4.862

1.4.5 Social Care Grant  
The Government introduced a Social Care Support Grant of £410m in 2019-20, covering Children's and Adults social care, distributed according to Adult Social

Services RNF. This has been renamed as the Social Care Grant and will be increased by £1 billion in 2020-21 to £1.41bn, of which London Boroughs will receive £223.1m.

For 2020-21, a £1,410 million Social Care Grant comprised of three elements:

1. Retaining the £410 million in Social Care Support Grant from 2019-20, distributed using the adult social care relative needs formula;
2. An additional £850 million, distributed using the adult social care relative needs formula; and
3. £150 million to equalise the impact of the distribution of the council tax adult social care council tax precept in 2020-21.

Merton's allocation is:-

<b>Social Care Grant</b>	<b>2020-21 £m</b>
Merton	4.058

#### 1.4.6 Winter Pressures Grant

Funding at the same level as 2019/20 has been incorporated with the Improved Better Care Fund

Merton's allocation is:-

Winter Pressures	2019-20 £m	2019-20 £m
Merton	0.748	0.000

#### 1.4.7 Public Health Grant

The Public Health Grant was transferred to Local Authorities in 2013 and has seen a 10% cut over the last four years. Whilst allocations have not yet been published, the government has announced that there would be a "real terms increase" in 2020-21, which London Councils expects to be at least 1.84%. Details will be included in a future report once they are published.

#### 1.4.8 Other grants

Several other grants have not yet been published including the Lead Local Flood Authorities grant, Flexible Homelessness Support Grant, Homelessness Reduction Act new burdens funding. Details will be included in a future report once they are published.

### 1.5 Provisional Settlement Consultation Response

The Government's consultation period on the provisional settlement figures has a deadline of 17 January 2020.

## 2. School Funding Announcement

- 2.1 The School Revenue Funding Settlement: 2020 to 2021 was published on 19 December 2019. The distribution of the DSG to local authorities is set out in four blocks for each authority: a schools block, a high needs block, an early years block, and the new central school services block. The main allocations for Merton are:-

Dedicated schools grant (DSG): 2020 to 2021 allocations local authority summary	2020 to 2021 DSG allocations, before recoupment and deductions for direct funding of high needs places by Education and Skills Funding Agency (ESFA)				
	Schools block (£m)	Central school services block (£m)	High needs block (£m)	Early years block (£m)	Total DSG allocation (£m)
	[A]	[B]	[C]	[D]	[E]
					= [A] + [B] + [C] + [D]
Merton 20/21	129.966	1.016	36.429	16.375	183.787
Merton 19/20	122.978	1.041	33.319	15.571	172.909
Change %	5.7%	-2.4%	9.3%	5.2%	6.3%
2020 to 2021 DSG allocations, after deductions for academies recoupment and direct funding of high needs places by ESFA					
	Schools block (£m)	Central school services block allocation (£m)	High needs block allocation (£m)	Early years block (£m)	Total DSG allocation (£m)
	[F]	[G]	[H]	[H]	[I]
Merton 20/21	129.966	1.016	36.299	16.375	183.657
Merton 19/20	122.978	1.041	33.033	15.571	172.623
Change %	5.7%	-2.4%	9.9%	5.2%	6.4%

<b>DRAFT MTFS 2020-24:</b>				
	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Departmental Base Budget 2019/20</b>	<b>152,567</b>	<b>152,567</b>	<b>152,567</b>	<b>152,567</b>
Inflation (Pay, Prices)	3,743	7,485	11,228	14,971
Salary oncost increase (15.2% to 17.06%)	695	718	741	766
FYE – Previous Years Savings	(7,307)	(8,723)	(8,828)	(8,828)
FYE – Previous Years Growth	500	500	500	500
Amendments to previously agreed savings/growth	(239)	(229)	(304)	(500)
Change in Net Appropriations to/(from) Reserves	(279)	(306)	(369)	(399)
Taxi card/Concessionary Fares	92	542	992	1,442
Change in depreciation/Impairment (Contra Other Corporate items)	448	448	448	448
Social Care - Additional Spend offset by grant and precept	7,360	5,828	5,824	5,824
Growth	5,214	5,618	6,002	6,392
Provision - DSG Deficit	16,014	6,354	7,158	8,130
Other	(60)	33	122	211
<b>Re-Priced Departmental Budget</b>	<b>178,748</b>	<b>170,835</b>	<b>176,082</b>	<b>181,524</b>
Treasury/Capital financing	10,576	11,408	12,618	13,310
Other Corporate items	(20,153)	(20,600)	(20,178)	(20,527)
Levies	607	607	607	607
<b>Sub-total: Corporate provisions</b>	<b>(8,970)</b>	<b>(8,585)</b>	<b>(6,953)</b>	<b>(6,610)</b>
<b>Sub-total: Repriced Departmental Budget + Corporate Provisions</b>	<b>169,778</b>	<b>162,250</b>	<b>169,129</b>	<b>174,913</b>
Savings/Income Proposals 2020/21	(4,351)	(6,832)	(7,017)	(7,017)
<b>Sub-total</b>	<b>165,427</b>	<b>155,418</b>	<b>162,112</b>	<b>167,896</b>
Appropriation to/from departmental reserves	(1,873)	(1,846)	(1,783)	(1,753)
Appropriation to/from Balancing the Budget Reserve	(7,645)	(999)	0	0
<b>BUDGET REQUIREMENT</b>	<b>155,909</b>	<b>152,573</b>	<b>160,329</b>	<b>166,143</b>
<b>Funded by:</b>				
Revenue Support Grant	(5,159)	0	0	0
Business Rates (inc. Section 31 grant)	(37,402)	(39,978)	(40,837)	(41,714)
Adult Social Care Grants inc. BCF	(4,862)	0	0	0
Social Care Grant	(4,058)	(2,776)	(3,160)	(3,550)
PFI Grant	(4,797)	(4,797)	(4,797)	(4,797)
New Homes Bonus	(1,438)	(1,008)	(800)	(800)
Council Tax inc. WPC	(97,368)	(99,775)	(102,232)	(104,741)
Collection Fund – (Surplus)/Deficit	(825)	0	0	0
<b>TOTAL FUNDING</b>	<b>(155,909)</b>	<b>(148,333)</b>	<b>(151,827)</b>	<b>(155,602)</b>
<b>GAP including Use of Reserves (Cumulative)</b>	<b>0</b>	<b>4,239</b>	<b>8,502</b>	<b>10,541</b>

Cabinet 27 January 2020

## SUMMARY OF DEPARTMENTAL SAVINGS 2020-24

<b>NEW SAVINGS PROPOSALS</b>	<b>2020/21 £000</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>	<b>2023/24 £000</b>	<b>Total £000</b>
Corporate Services	0	0	0	0	0
Children, Schools and Families	1,460	410	0	0	1,870
Environment and Regeneration	40	70	0	0	110
Community and Housing	532	810	60	0	1,402
<b>Total</b>	<b>2,032</b>	<b>1,290</b>	<b>60</b>	<b>0</b>	<b>3,382</b>
<b>Total (cumulative)</b>	<b>2,032</b>	<b>3,322</b>	<b>3,382</b>	<b>3,382</b>	

<b>SAVINGS PROPOSALS Cabinet October 2019</b>	<b>2020/21 £000</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>	<b>2023/24 £000</b>	<b>Total £000</b>
Corporate Services	570	(49)	125	0	646
Children, Schools and Families	509	400	0	0	909
Environment and Regeneration	1,240	340	0	0	1,580
Community and Housing	0	500	0	0	500
<b>Total</b>	<b>2,319</b>	<b>1,191</b>	<b>125</b>	<b>0</b>	<b>3,635</b>
<b>Total (cumulative)</b>	<b>2,319</b>	<b>3,510</b>	<b>3,635</b>	<b>3,635</b>	

<b>TOTAL SAVINGS PROPOSALS</b>	<b>2020/21 £000</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>	<b>2023/24 £000</b>	<b>Total £000</b>
Corporate Services	570	(49)	125	0	646
Children, Schools and Families	1,969	810	0	0	2,779
Environment and Regeneration	1,280	410	0	0	1,690
Community and Housing	532	1,310	60	0	1,902
<b>Total</b>	<b>4,351</b>	<b>2,481</b>	<b>185</b>	<b>0</b>	<b>7,017</b>
<b>Total (cumulative)</b>	<b>4,351</b>	<b>6,832</b>	<b>7,017</b>	<b>7,017</b>	

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2019-13	<b>Service Description</b>	<b>Children Social Care</b> Review of current Adolescent and Family service provision to identify efficiencies and opportunities for closer alignment to other CSF services	692	100				High	High	SS1
		<b>Service Implication</b>	Opportunity to better align and improve services delivering interventions to children and young people at risk of contextual harms and reduce workforce uncertainty as a result of budget reliance on grant-funding. Risk of less effective or reduced resource available to respond to Serious Youth Violence and exploitation of Merton children.								
		<b>Staffing Implications</b>	Likely re-positioning of existing staff from across multiple service areas. Reduction of 1.5 / 2 FTE permanently established posts required to achieve proposed saving.								
		<b>Business Plan implications</b>	Reduction of staff across CSF is an existing action in the CSF Business Plan								
		<b>Impact on other departments</b>	None								
		<b>Equalities Implications</b>	The Council's HR policies and procedures will be used for staff engagement, equalities impact assessment and consultation with affected staff. Many interventions with children and families in this service area are delivered to young people, families and communities of black and minority ethnic groups and where there are additional needs arising from disability and gender. An Equality Impact Assessment is required to consider whether the proposed service efficiencies might have a disproportionate negative impact on these groups.								
		<b>TOM Implications</b>	Consistent with TOM								

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2019-14	<u>Service Description</u>	<b>Children Social Care</b> <b>Development of Family Network Co-Ordinators Service</b> Replaces unachieved savings attached to FDAC. FDAC has been decommissioned. CSC have successfully secured DfE funding of £61k to develop this service. The current CSC & YI Service Review is considering how this service can be sustained once the DfE funding ceases. Family Network Meetings help families to identify and use their own strengths to solve their problems and keep children safe.	66	45				High	Low	SNS1
		<u>Service Implication</u>									
		<u>Staffing Implications</u>	The DfE funding and CSC & YI reorganisation will fund staffing of this service.								
		<u>Business Plan implications</u>	This is consistent with using community and family resources to build resilience and reduce the need for statutory interventions.								
		<u>Impact on other departments</u>	None								
		<u>Equalities Implications</u>	None								
		<u>TOM Implications</u>	This is consistent with the TOM objective to reduce the number of children requiring statutory interventions from CSF.								
C&YP	CSF2019-15	<u>Service Description</u>	<b>Children Social Care</b> <b>Culture change and clarification of financial support entitlements for care leavers</b> Change in service culture. Increased scrutiny and clarity of care leaver eligibility for financial support. Likely to lead to a reduction in some payments.	252	50				High	Medium	SNS1
		<u>Service Implication</u>									
		<u>Staffing Implications</u>	None								
		<u>Business Plan implications</u>	None								
		<u>Impact on other departments</u>	None								
		<u>Equalities Implications</u>	Impact most likely on care experienced young adults who are Appeal Rights Exhausted under the immigration legislation and ineligible for local authority assistance beyond that required to prevent a breach of their human rights.								
		<u>TOM Implications</u>	Consistent with TOM objectives to reduce the number of young people receiving support from statutory services								

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2019-16	<b>Children Social Care</b>		643	20	20			High	Medium	SNS1
		<b>Service Description</b>	<b>Implementation of the DfE National Minimum rate for Fostering, Special Guardianship &amp; Adoption Allowances; Refresh of Special Guardianship Financial Support policy</b>								
		<b>Service Implication</b>	1) Foster carers receive an allowance (for the child) and a fee (remuneration for time and skill). Merton's fostering allowance is the basis upon which Special Guardianship and Adoption Allowances are calculated. Merton's allowances are higher than the national minimum set by DfE. Reduction of the allowance to the national minimum rate will reduce the 'run-on' costs of Adoption and Special Guardianship financial support packages. 2) A clearer Post Adoption and Special Guardianship Financial Support policy will support more children to exit care.								
		<b>Staffing Implications</b>	None								
		<b>Business Plan implications</b>	None								
		<b>Impact on other departments</b>	None								
		<b>Equalities Implications</b>	None								
		<b>TOM Implications</b>	This is consistent with the TOM objective to reduce the number of children requiring statutory interventions from CSF.								
C&YP	CSF2019-17	<b>Children Social Care</b>		992	20	40			Medium	Low	SP1
		<b>Service Description</b>	<b>Increased use of in-house foster carers</b>								
		<b>Service Implication</b>	Focus on foster carer recruitment, assessment timeliness, and alternative support model through Mockingbird initiative.								
		<b>Staffing Implications</b>	None								
		<b>Business Plan implications</b>	14k foster carer recruitment budget, held corporately, was repurposed towards the development of the digital platform which may in due course provide a better resource for recruiting foster carers, but is not currently known and therefore is no longer available to the Fostering Service.								
		<b>Impact on other departments</b>	None								
		<b>Equalities Implications</b>	None								
		<b>TOM Implications</b>	Consistent with increased procurement efficiencies								



Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2019-18	<b>Service Description</b>	<b>Education</b> Review and reshape of shortbreaks provision across CWD, Brightwell, commissioned provision and the in house shortbreak service	723	200	200			Medium	High	SS1
		<b>Service Implication</b>	Reshape of the offer for families, will result in a change to the service offer, Further work is required to fully understand the impact of this								
		<b>Staffing Implications</b>	Anticipated redundancies via direct services Shortbreaks service and Brightwell Specialist Provision								
		<b>Business Plan implications</b>	None								
		<b>Impact on other departments</b>	Possible interface between adults services/transitions								
		<b>Equalities Implications</b>	As the service supports SEND children, young people and their families a EIA will be required to better understand the overall impact of service wide changes for this cohort of families and children as they have protected characteristics								
		<b>TOM Implications</b>	In line with service wide reshaping and generating efficiencies								
C&YP	CSF2019-19	<b>Service Description</b>	<b>Education</b> SEND Travel assistance - to review eligibility for SEND home to school/college travel assistance, in particular for post-16 students, subject to recommendations from the appointed consultant on home to school transport efficiencies	2,558	50	150			Medium	High	SP1
		<b>Service Implication</b>	Fewer children and families will benefit from home to school/college travel support								
		<b>Staffing Implications</b>	None								
		<b>Business Plan implications</b>	None								
		<b>Impact on other departments</b>	None								
		<b>Equalities Implications</b>	A detailed equalities impact assessment will be required before anything is formally consulted on and implemented as it may have a significant impact on some children and families with Special Educational Needs and Disabilities								
		<b>TOM Implications</b>	The CSF TOM commits us to consider transport efficiencies								

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2019-20	<b>Service Description</b>	<b>Revenue costs of capital projects</b> The amount of budget allocated to cover the revenue costs of capital projects has been consistently underspent for the past few years now that the significant primary expansion has come to an end. The underspend has therefore been used to offset overspends in other parts of the service. It is anticipated that this budget can be safely reduced by £200k with zero impact on the revenue cost of capital projects because the current budgeted sum is not fully spent in this area.	594	200				Low	Low	SP1
		<b>Service Implication</b>	None.								
		<b>Staffing Implications</b>	None.								
		<b>Business Plan implications</b>	None.								
		<b>Impact on other departments</b>	None.								
		<b>Equalities Implications</b>	None.								
		<b>TOM Implications</b>	None.								

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2019-21	<b>Service Description</b>	<u>Legal hard-charging</u> The amount of budget allocated to cover the cost of legal hard charging has been consistently underspent in recent years. The underspend has therefore been used to offset overspends in other parts of the service. It is anticipated that this budget can be safely reduced by £75k with zero impact on the ability to fund legal costs because the current budgeted sum is not fully spent in this area.	893	75				Low	Low	SP1
		<b>Service Implication</b>	None.								
		<b>Staffing Implications</b>	None.								
		<b>Business Plan implications</b>	None.								
		<b>Impact on other departments</b>	None.								
		<b>Equalities Implications</b>	None.								
		<b>TOM Implications</b>	None								
C&YP	CSF2019-22	<b>Service Description</b>	<u>PFI Unitary charges</u> The amount of budget allocated to cover PFI charges has been consistently underspent for the past few years because adequate provision to cover our liabilities has been made comfortably within the sum budgeted for. The underspend has therefore been used to offset overspends in other parts of the service. It is anticipated that this budget can be safely reduced by £400k with zero impact on the ability to meet our PFI liabilities because the current budgeted sum is not fully spent in this area.	8,573	400				Low	Low	SP1
		<b>Service Implication</b>	None.								
		<b>Staffing Implications</b>	None.								
		<b>Business Plan implications</b>	None.								
		<b>Impact on other departments</b>	None.								
		<b>Equalities Implications</b>	None.								
		<b>TOM Implications</b>	None								

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2019-23	<b>Service Description</b>	<b>Pension and Redundancy charges</b> The amount of budget allocated to cover pension and redundancy charges has been consistently underspent for the past few years because of changes in the workforce profile. The underspend has therefore been used to offset overspends in other parts of the service. It is anticipated that this budget can be safely reduced by £300k with zero impact on the ability to meet pension and redundancy costs in the service because the current budgeted sum is not fully spent in this area.	2,183	300				Low	Low	SP1
		<b>Service Implication</b>	None.								
		<b>Staffing Implications</b>	None.								
		<b>Business Plan implications</b>	None.								
		<b>Impact on other departments</b>	None.								
		<b>Equalities Implications</b>	None.								
		<b>TOM Implications</b>	None								
<b>Total</b>						1,460	410	0	0		

**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2019/20**

Panel	Ref	Description of Saving	Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	ENV1920-06	<p><b>Service/Section</b> FutureMerton</p> <p><b>Description</b> Highways advertising income through re-procurement of the advertising contract for the public highway.</p> <p><b>Service Implication</b> New contract for bus shelter and street furniture advertising will provide enhanced public amenity as all bus shelters in Merton will be upgraded during 2020.</p> <p><b>Staffing Implications</b> None</p> <p><b>Business Plan implications</b> Additional income meaning more financial resilience for the council.</p> <p><b>Impact on other departments</b> Positive impact - New contract will allow for advertising of council services on panels</p> <p><b>Equalities Implications</b> None</p> <p><b>TOM Implications</b> Delivering part within TOM</p>	(273)	40	70			Low	Low	SP1
<b>Total Environment and Regeneration Savings</b>				<b>40</b>	<b>70</b>	<b>0</b>	<b>0</b>			

**Savings Type**

- SI1 Income - increase in current level of charges
- SI2 Income - increase arising from expansion of existing service/new service
- SS1 Staffing: reduction in costs due to efficiency
- 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

**Panel**

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

**PROPOSED SAVINGS**

**DEPARTMENT: Community & Housing**

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 168	CH96	<b>Service/Section</b>	<b>Adult Social Care</b>								
		<b>Description</b>	<b>Homecare Monitoring System</b>	41,348	32	110			Medium	Low	SP1
		<b>Service Implication</b>	The aim of this proposal is to roll out a home care monitoring system for all home care providers to ensure that we can monitor the delivery of home care visits. The system works by getting the carer to log when a care visit begins and ends. This monitoring will enable us to monitor and improve the quality of care. It also enables us to ensure that payments are accurate and timely. <b>This is in addition to CH88 previously submitted.</b> Further work has identified potential for additional financial benefits.								
		<b>Staffing Implications</b>	None								
		<b>Business Plan implications</b>	The system supports efficiency and timeliness in payments to contractors.								
		<b>Impact on other departments</b>	Finance and IT. The system is to be re-commissioned which may affect the interface with Mosaic and e5.								
		<b>Equalities Implications</b>	The proposals will have a positive impact for users of home care as it will improve monitoring of visits.								
		<b>TOM Implications</b>	Efficient use of resources								

## PROPOSED SAVINGS

## DEPARTMENT: Community &amp; Housing

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 169	CH97	<b>Service/Section</b>	<b>Library &amp; Heritage Service</b>	2,185				60	Medium	Medium	SI1 / SP1
		<b>Description</b>	Increase income and make better use of technology to reduce costs								
		<b>Service Implication</b>	The income savings are associated to the development of West Barnes library. Opening new libraries with hireable spaces gives the service the opportunity to generate new income streams as demonstrated at Colliers Wood Library. The remaining savings will be achieved through deploying new self-service access technology that should reduce the need for a physical security presence in branch libraries.								
		<b>Staffing Implications</b>	There are no implications for Merton employees. The savings will be achieved through increased income and reducing contracted security guard expenditure.								
		<b>Business Plan implications</b>	Maintains the current opening hour and library network but may have some impact on usage by certain groups (e.g.								
		<b>Impact on other departments</b>	Ability to be able to provide assisted digital support for customers to access a range of Council services. Impact on								
<b>Equalities Implications</b>	Depending on the self-service technology used access to buildings where there is no physical staffing presence may prevent children and young people accessing the space. The proposal will likely have an impact on all protected characteristics.										
<b>TOM Implications</b>	Ensures that the current level of opening hours and libraries is maintained. Includes income generation elements.										





## PROPOSED SAVINGS

## DEPARTMENT: Community &amp; Housing

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 171	CH99	<b>Service/Section</b>	<b>Adult Social Care</b>	41,348	500	500			Medium	Medium	SNS1
		<b>Description Service Implication</b>	Promoting Independence The aim of this proposal is to continue to support people to remain independent and well, enabling them to remain in their own homes, close to their friends, families, support networks and local communities. This proposal will be achieved by a number of initiatives that help people maintain their wellbeing, to access early help and to recover when they become unwell or temporarily lose independence. There is an ongoing focus on supporting people to achieve their desired outcome to stay in their own homes and to reduce dependency on residential care.								
		<b>Staffing Implications</b>	None								
		<b>Business Plan implications</b>	None								
		<b>Impact on other departments</b>	None								
		<b>Equalities Implications</b>	The proposal is a continuation of work to help people remain independent, so should have a positive impact.								
		<b>TOM Implications</b>	Efficient use of resources								
		<b>Total: Community &amp; Housing Savings</b>			532	810	60	0			
		<b>Cumulative Total</b>			532	1,342	1,402	1,402			

**DRAFT PROPOSED REPLACEMENT SAVINGS**  
**DEPARTMENT: Corporate Services**

Panel	Ref	Description of Saving	Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
	2018-19 CS05	<b>Service/Section</b> <b>Description</b> <b>Service Implication</b> <b>Staffing Implications</b> <b>Business Plan implications</b> <b>Impact on other departments</b> <b>Equalities Implications</b> <b>TOM Implications</b>	<b>Resources</b> Reduction in permanent staffing Efficiencies of new financial system when fully embedded should minimise effect on service 1FTE None Increase in self service None None	418	(30)				Low	Medium	SS2
		Total		(30)	0	0	0				

Type of Saving

- SI1 Income: increase in current level of charges
- SI2 Income: increase arising from expansion of existing service/new service
- SS1 Staffing: reduction in costs due to efficiency
- 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
- SPRO Reduction in Property related costs

**DRAFT PROPOSED REPLACEMENT SAVINGS**  
**DEPARTMENT: Corporate Services**

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CSREP 2020-21 (1)	<b>Service/Section</b>	<b>Insurance</b>								
		<b>Description</b>	Savings in Insurance Fund top up budget	716	30				Low	Low	SNS2
		<b>Service Implication</b>	possible reduction in the insurance fund reserve								
		<b>Staffing Implications</b>	None								
		<b>Business Plan implications</b>	None								
		<b>Impact on other departments</b>	None								
		<b>Equalities Implications</b>	None								
		<b>TOM Implications</b>	The internal fund fall short and unable to meet any unexpected major claims.								
			Total		30	0	0	0			

Type of Saving

- S11** Income: increase in current level of charges
- S12** Income: increase arising from expansion of existing service/new service
- SS1** Staffing: reduction in costs due to efficiency
- SS2** Staffing: reduction in costs due to deletion/reduction in service
- SNS1** Non - Staffing: reduction in costs due to efficiency
- SNS2** Non - Staffing: reduction in costs due to deletion/reduction in service
- SP1** Procurement / Third Party arrangements - efficiency
- SP2** Procurement / Third Party arrangements - deletion/reduction in service
- SG1** Grants: Existing service funded by new grant
- SG2** Grants: Improved Efficiency of existing service currently funded by unringfenced grant
- SPRO** Reduction in Property related costs

**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS**  
**Previously Agreed Savings**

Confidential

Ref	Description of Saving	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
ER23b	<p><b>Service/Section Description</b>  <b>Service Implication</b>  <b>Staffing Implications</b>  <b>Business Plan Impact on other</b>  <b>Equalities Implications</b>  <b>TOM Implications</b></p>	<p><b>Property Management</b>                      Restructure of team to provide more focus on property management and resiliance within the team.                      52</p>	<p>18</p>			Low	Low	SS2
ENV02	<p><b>Service/Section Description</b>  <b>Service Implication</b>  <b>Staffing Implications</b>  <b>Business Plan implications</b>  <b>Impact on other departments</b>  <b>Equalities Implications</b>  <b>TOM Implications</b></p>	<p><b>Parking Services (CEO team)</b>                      Review the current structure, shift patterns and hours of operation with the intention of moving toward a two shift arrangement based on 5 days on/2 days off.                      Better deployment of enforcement resources.                      Deletion of 5 FTE's [of 35fte] whilst retaining existing capacity in CEO hours per annum to achieve same outcomes                      No impact on business plan - allows same outputs with fewer staff                      190</p>				Medium	Medium	SS2
ENV07	<p><b>Service/Section Description</b>  <b>Service Implication</b>  <b>Staffing Implications</b>  <b>Business Plan</b>  <b>Impact on other</b>  <b>Equalities Implications</b>  <b>TOM Implications</b></p>	<p><b>Parking Services</b>                      Reduction in supplies &amp; services/third party payment budgets.                      May result in slight reduction in quality of some areas of service.                      None                      None                      None                      None                      None                      consistent with TOM direction of travel                      47</p>				Low	Low	SNS1
ENR4	<p><b>Service/Section Description</b>  <b>Service Implication</b>  <b>Staffing Implications</b>  <b>Business Plan</b>  <b>Impact on other</b>  <b>Equalities Implications</b>  <b>TOM Implications</b></p>	<p><b>Parking &amp; CCTV Services</b>                      Charge local business' for monitoring of their CCTV                      Expanded CCTV service                      May require additional CCTV monitoring staff. The figure of 100k is net of any "invest to save" cost.                      Expansion of service                      None                      None                      Consistent with TOM objective of growing the CCTV service and developing it's commercial offer.                      100</p>				Med	Low	SI2

## DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

Confidential

Previously Agreed Savings

Ref	Description of Saving	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
ENR9	<b>Service/Section Description</b> <b>Service Implication</b> <b>Staffing Implications</b> <b>Business Plan implications</b> <b>Impact on other departments</b> <b>Equalities Implications</b> <b>TOM Implications</b>	<b>Waste disposal</b> Increase level of Enforcement activities of internal team ensuring the operational service is cost neutral None Skills Gap - Reduced level of engagement shifting focus to enforcement activities Reduces level of engagement / inspections ICT - Upgrade to the current system may be required, as well as mobile devices for staff. None None				200	High	Low	SNS1
E6	<b>Service/Section Description</b> <b>Service Implication</b> <b>Staffing Implications</b> <b>Business Plan</b> <b>Impact on other</b> <b>Equalities Implications</b> <b>TOM Implications</b>	<b>Greenspaces</b> Increased tenancy income in Greenspaces None None Consistent with Business Plan objectives None insignificant None Integral to Greenspaces TOM				40	Med	Low	SI1
<b>Total Environment and Regeneration Savings</b>		52	208	47	340				
<b>Cumulative</b>		52	260	307	647				

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

**Alternative Saving**

Ref	Description of Saving	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
ALT1920-01	<p><b>Service/Section Description</b>  <b>Service Implication</b>  <b>Staffing Implications</b>  <b>Business Plan implications</b>  <b>Impact on other departments</b>  <b>Equalities Implications</b>  <b>TOM Implications</b></p>	<p><b>Property Management</b>                      Increased income already being achieved from conducting rent reviews in line with tenancy agreements                      None                      None                      None                      None                      None                      In line with the TOM</p>			70	Low	Low	SI1
ALT1920-02	<p><b>Service/Section Description</b>  <b>Service Implication</b>  <b>Staffing Implications</b>  <b>Business Plan implications</b>  <b>Impact on other departments</b>  <b>Equalities Implications</b>  <b>TOM Implications</b></p>	<p><b>Parking Services</b>                      The use of ANPR to enforce moving traffic contraventions has been operational since July 2016. The number of cameras has increased and the locations varied over this period and the number of PCNs remains above initial estimates.                      None                      None                      Realignment of service budget                      None                      None                      Consistent with TOM objectives.</p>			337	Low	Low	SI2
ALT1920-03	<p><b>Service/Section Description</b>  <b>Service Implication</b>  <b>Staffing Implications</b>  <b>Business Plan implications</b>  <b>Impact on other departments</b>  <b>Equalities Implications</b>  <b>TOM Implications</b></p>	<p><b>Leisure &amp; Culture</b>                      Increased income from Leisure Centres Management Contract                      None                      None                      None                      None                      None                      None</p>			10	Low	Low	SP1
ALT1920-04	<p><b>Service/Section Description</b>  <b>Service Implication</b>  <b>Staffing Implications</b>  <b>Business Plan implications</b>  <b>Impact on other departments</b>  <b>Equalities Implications</b>  <b>TOM Implications</b></p>	<p><b>Waste Services</b>                      Increase level of Environmental Enforcement activities of both internal team &amp; service provider - ensuring the operational service is cost neutral                      None                      Skills Gap - Reduced level of engagement shifting focus to enforcement activities                      Reduces level of engagement / inspections                      ICT - Upgrade to the current system may be required, as well as mobile devices for staff.                      None                      None</p>			150	Medium	Low	SNS1

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

**Alternative Saving**

Ref	Description of Saving	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
ALT1920-05	<b>Service/Section</b> <b>Description</b> Waste Services Reduction in external training budget. <b>Service Implication</b> None <b>Staffing Implications</b> None (retained budget sufficient to meet need) <b>Business Plan implications</b> None <b>Impact on other departments</b> None <b>Equalities Implications</b> None <b>TOM Implications</b> None				6	Low	Low	SNS2
ALT1920-06	<b>Service/Section</b> <b>Description</b> Greenspaces Reduction in grant to Deen City farm as part of agreement involving capital investment <b>Service Implication</b> None <b>Staffing Implications</b> None <b>Business Plan implications</b> None <b>Impact on other departments</b> None <b>Equalities Implications</b> None <b>TOM Implications</b> None				10			
ALT1920-07	<b>Service/Section</b> <b>Description</b> Greenspaces Realign budgets to better reflect current levels of income from outdoor events. <b>Service Implication</b> None <b>Staffing Implications</b> None <b>Business Plan implications</b> None <b>Impact on other departments</b> None <b>Equalities Implications</b> None <b>TOM Implications</b> None				64			
<b>Total Environment and Regeneration Savings</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>647</b>			

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**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**

- C&YP Children & Young People
- CC Corporate Capacity
- HC&OP Healthier Communities & Older People
- SC Sustainable Communities

## SUMMARY OF DEFERRED DEPARTMENTAL SAVINGS 2020-24

LSG 13 January 2020

	2020/21	2021/22	2022/23	2023/24	Total
DEFERRED SAVINGS PROPOSALS	£000	£000	£000	£000	£000
Corporate Services	(196)	0	0	196	0
Children, Schools and Families	0	0	0	0	0
Environment and Regeneration	0	0	0	0	0
Community and Housing	0	0	0	0	0
<b>Total</b>	<b>(196)</b>	<b>0</b>	<b>0</b>	<b>196</b>	<b>0</b>
<b>Total (cumulative)</b>	<b>(196)</b>	<b>(196)</b>	<b>(196)</b>	<b>0</b>	

	2020/21	2021/22	2022/23	2023/24	Total
DEFERRED SAVINGS PROPOSALS Cabinet October 2019	£000	£000	£000	£000	£000
Corporate Services	0	0	0	0	0
Children, Schools and Families	0	0	0	0	0
Environment and Regeneration	(65)	(10)	75	0	0
Community and Housing	0	0	0	0	0
<b>Total</b>	<b>(65)</b>	<b>(10)</b>	<b>75</b>	<b>0</b>	<b>0</b>
<b>Total (cumulative)</b>	<b>(65)</b>	<b>(75)</b>	<b>0</b>	<b>0</b>	

	2020/21	2021/22	2022/23	2023/24	Total
TOTAL DEFERRED SAVINGS PROPOSALS	£000	£000	£000	£000	£000
Corporate Services	(196)	0	0	196	0
Children, Schools and Families	0	0	0	0	0
Environment and Regeneration	(65)	(10)	75	0	0
Community and Housing	0	0	0	0	0
<b>Total</b>	<b>(261)</b>	<b>(10)</b>	<b>75</b>	<b>196</b>	<b>0</b>
<b>Total (cumulative)</b>	<b>(261)</b>	<b>(271)</b>	<b>(196)</b>	<b>0</b>	



**DRAFT PROPOSED DEFERRED SAVINGS**  
**DEPARTMENT: Corporate Services**

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2019-20 CS18	<b>Service/Section</b> <b>Description</b> <b>Service Implication</b> <b>Staffing Implications</b> <b>Business Plan implications</b> <b>Impact on other departments</b> <b>Equalities Implications</b> <b>TOM Implications</b>	<b>Facilities Management</b> Closure of Gifford House and relocation of SLLP to the Civic centre None None None None None The proposal supports the corporate accommodation strategy which looks to reduce the number of buildings that the Council occupies and reduce its operating costs and overheads.	79	(69)			69	Medium	Medium	SPROP
	2019-20 CS17	<b>Service/Section</b> <b>Description</b> <b>Service Implication</b> <b>Staffing Implications</b> <b>Business Plan implications</b> <b>Impact on other departments</b> <b>Equalities Implications</b> <b>TOM Implications</b>	<b>Facilities Management</b> Closure of Chaucer centre and relocation of operational teams at the Civic centre Loss of income generation from external lease arrangements and conference/meeting room facilities which could potentially be provide at other council venues. None None Yes as the conference/meeting facilities are widely used across the Council. In addition lunchtime meals for the SMART centre are currently provided by the Chaucer centre catering contractor and would therefore need to be sourced from elsewhere. None The proposal supports the corporate accommodation strategy which looks to reduce the number of buildings that the Council occupies and reduce its operating costs and overheads.	200	(77)			77	Medium	Medium	SPROP
	2018-19 CS15	<b>Service/Section</b> <b>Description</b> <b>Service Implication</b> <b>Staffing Implications</b> <b>Business Plan implications</b> <b>Impact on other departments</b> <b>Equalities Implications</b> <b>TOM Implications</b>	<b>Business Improvement - Policy &amp; Partnerships</b> Reduced headcount from 4.6 to 3.6 Some of the following services would need to cease - CMT administration, support for Merton Partnership, development and implementation of the Strategic Partner Programme, Merton Intelligence Hub and our strategy around the use of data. The service will explore the introduction of general working. Deletion of one post See service implications The PSP team delivers support services that tend to support corporate cross cutting projects and there the impact of staff cuts would impact in terms of the projects/Support that would cease. These are likely since staff are affected. Partnership working, objectives around improved use of data and objectives to improve preventative services within the VCS.	313	(50)			50	Medium	Medium	SS2
			<b>Total Impact of Deferred Savings</b>		(196)	0	0	196			

## SUMMARY OF EQUALITIES ASSESSMENTS - LSG 13 January

SAVINGS REFERENCE	LSG 13 January 2020	DEPARTMENT	SAVING	OUTCOME
CSF2019-13		Children, Schools and Families	Review Adolescent and Family Service provision	3
CSF2019-14		Children, Schools and Families	Development of Family Network Co-Ordinators Service	1
CSF2019-15		Children, Schools and Families	Culture change and clarification of financial support entitlements for care leavers	2
CSF2019-16		Children, Schools and Families	Implementation of the DfE National Minimum rate for Fostering, Special Guardianship & Adoption Allowances; Refresh of Special Guardianship Financial Support policy	2
CSF2019-17		Children, Schools and Families	Increased use of in-house foster carers	1
CSF2019-18		Children, Schools and Families	Review and reshape of shortbreaks provision across CWD, Brightwell, commissioned provision and the in house shortbreak service	3
CSF2019-19		Children, Schools and Families	SEND Travel assistance - to review eligibility for SEND home to school/college travel assistance	3
CSF2019-20		Children, Schools and Families	EA not required	N/A
CSF2019-21		Children, Schools and Families	EA not required	N/A
CSF2019-22		Children, Schools and Families	EA not required	N/A
CSF2019-23		Children, Schools and Families	EA not required	N/A
ENV1920-06		Environment and Regeneration	FutureMerton - Highways advertising income through re-procurement of the advertising contract for the public highway.	1
ALT1920-01		<b>Environment and Regeneration</b>	Property Management - increased income	2
ALT1920-02		<b>Environment and Regeneration</b>	Parking Services - use of ANPR	2
ALT1920-03		<b>Environment and Regeneration</b>	Increased income from Leisure Centres Management Contract	1
ALT1920-04		<b>Environment and Regeneration</b>	Waste Services - Increase level of Environmental Enforcement activities	2
ALT1920-05		<b>Environment and Regeneration</b>	Waste Services - Reduction in external training budget.	1
ALT1920-06		<b>Environment and Regeneration</b>	Greenspaces - Reduction in grant to Deen City farm as part of agreement involving capital investment	1
ALT1920-07		<b>Environment and Regeneration</b>	Greenspaces -Realign budgets to better reflect current levels of income from outdoor events.	1
CH96		Community and Housing	Adult Social Care - Homecare Monitoring System	1
CH97		Community and Housing	Library & Heritage Service - Increase income and make better use of technology to reduce costs	2
CH98		Community and Housing	Adult Social Care -Transport: Reduction in budget spent on transport services following a Corporate Review.	2
CH99		Community and Housing	Adult Social Care - Promoting Independence	2

# 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?	<b>CSF2019-13 - Proposed Savings: Review Adolescent &amp; Family Services</b>
Which Department/ Division has the responsibility for this?	Children Schools and Families – Children’s Social Care & Youth Inclusion

<b>Stage 1: Overview</b>	
Name and job title of lead officer	El Mayhew, Assistant Director, Children’s Social Care & Youth Inclusion
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 review Adolescent and Family Services, as part of the wider CSC &amp; YI Review, with a view to achieving £100k saving in financial year 2020/21.</p> <p>Following completion of the Early Help Review and Consultation, coupled with the CSC &amp; YI Review, the desired outcome is to improve alignment of services and interventions to children and young people at risk of contextual harms. Re-alignment of services could improve multi-agency working and safety planning for young people and realise savings and efficiencies from a reduction in staff posts.</p> <p>There is a risk of less effective or reduced resource available to respond to Serious Youth Violence and exploitation of Merton children. This may result in increased numbers of young people being seriously injured or killed and an increase in the number of young people who need to become looked after to increase their safety. The review will consider the severity and likelihood of these risks.</p>
2. How does this contribute to the council’s corporate priorities?	<p>This proposed review contributes to the council’s corporate priorities in ensuring we manage our resources to provide value for money, high standards of governance, financial and budget management.</p> <p>The desired outcomes of the proposal are to improve alignment of services and interventions which meets the safety needs of young people in the Borough, diverts demand from statutory services and delivers financial savings.</p> <p>Sustainable and safe reduction of staff across CSF is an agreed objective in the CSF Business Plan.</p>

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3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Young people, families and communities at risk of contextual harms.  The workforce may be affected by realigning existing staff from across multiple service areas. A reduction of 1.5 / 2 FTE permanently established posts would be required to achieve the proposed saving.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	CSC & YI are the lead department. There are interfaces with Police, Schools, Health and Education 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).

Part of the Adolescent and Family Service was subject to formal HR consultation regarding the Early Help re-organisation during autumn 2019/20. Insight and information gathered as part of that process will be used to further assess whether there might be a disproportionate negative impact on BAME communities, families and young people as a result of planned service efficiencies.

Some of the workforce who might be affected by this proposed review are from BAME groups. There is a risk that a further review and proposed reduction in staff resource may be perceived as disproportionately impacting BAME staff in the interests of achieving Council savings.

BAME young people, families and communities are over represented in the work the CSF undertakes where contextual safeguarding concerns exist. It may be the view of BAME families that they are better able to engage with Council staff from a BAME background about the contextual safeguarding issues facing BAME young people, families and communities. If this is the view of the majority of BAME families, any reduction in posts held by BAME staff, as a result of this proposal, could impact on the effectiveness of the contextual harm interventions delivered by the Council.

Further equality and diversity assessment of young people, families and communities engaging with CSF contextual harm services is required as part of the review. The Council's HR policies and procedures will be used for staff engagement, equalities impact assessment and consultation with affected staff.

## 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		<b>Positive:</b> Better join-up of contextual harm services could improve safety planning and interventions for young people at risk. <b>Negative:</b> Reductions in budget and staffing could impact on the capacity to intervene and increase safety for young people.

<b>Disability</b>				X	
<b>Gender Reassignment</b>				X	
<b>Marriage and Civil Partnership</b>				X	
<b>Pregnancy and Maternity</b>				X	
<b>Race</b>	X		X		<b>Positive:</b> Better join-up of contextual harm services could improve safety planning and interventions Black, Asian and ethnic minority young people at risk. <b>Negative:</b> Reduced provision would impact on Black, Asian and minority ethnic group young people, families and communities.
<b>Religion/ belief</b>					
<b>Sex (Gender)</b>	X		X		<b>Positive:</b> Better join-up of contextual harm services could improve safety planning and interventions for male young people at risk. <b>Negative:</b> Reduced provision would impact on male young people.
<b>Sexual orientation</b>					
<b>Socio-economic status</b>	X		X		<b>Positive:</b> Better join-up of contextual harm services could improve safety planning and interventions for young people, families and communities. <b>Negative:</b> Reduced provision would impact on young people, families and communities living in poverty.

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Impact of proposal on BAME staff, young people, families and communities	Independent Assessment	Submission of final report to CSF DMT	31.01.20	Additional	Assistant Director, CSC & YI	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 4: Conclusion of the Equality Analysis**

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

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

**OUTCOME 1**

**OUTCOME 2**

**OUTCOME 3**

**OUTCOME 4**

<b>Stage 5: Sign off by Director/ Head of Service</b>			
Assessment completed by	EI Mayhew	Signature:	Date: 26/11//2019

**Stage 5: Sign off by Director/ Head of Service****Improvement action plan signed off by Director/ Head of Service**

Rachael Wardell, Director CSF

**Signature:****Date:** 27/12/2019



# 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?	<b>CSF2019- 14 - Proposed Savings: Development of Family Network Coordinators Service</b>
Which Department/ Division has the responsibility for this?	Children Schools and Families – Children’s Social Care & Youth Inclusion

<b>Stage 1: Overview</b>	
Name and job title of lead officer	El Mayhew, Assistant Director, Children’s Social Care & Youth Inclusion
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>This proposal replaces the unachieved savings previously attached to the Family Drug and Alcohol Court (FDAC) initiative. Merton have decommissioned FDAC.</p> <p>The proposal is to develop a Family Network Coordinator service. Family Network Coordinators help family networks to come together, identify and use their own strengths and resources to solve their problems and keep children safe. This is an evidence-based approach which builds resilience and reduces demand on preventative and statutory services. The desired outcomes of this service are:</p> <ul style="list-style-type: none"> <li>- Earlier provision of family network meetings</li> <li>- Increased numbers of families offered and facilitated to hold family network meetings</li> <li>- Reduced demand on preventative and statutory services</li> <li>- Increase in children being cared for within their family network</li> <li>- Reduction in children entering care or requiring Council-sourced care arrangements</li> </ul> <p>CSC have successfully secured DfE funding of £61k for 2019/20 to develop this service. The current CSC &amp; YI Service Review is considering how this service might be sustained once the DfE funding ceases.</p>
2. How does this contribute to the council’s corporate priorities?	<p>This proposal contributes to the councils’ corporate priorities in ensuring we manage our resources to provide value for money, high standards of governance, financial and budget management.</p> <p>The desired outcomes of the proposal are to harness family strengths and resilience, to divert demand from preventative and statutory services and deliver financial savings.</p>

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3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Children, young people and their families; local partners and the workforce may be affected by this proposal.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No. The proposal relates only to CSF.

**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).

All children and young people referred to Children's Social Care are within a defined aged bracket of 0 – 18 years. Particular types of issues and service areas within CSC & YI have aspects of disproportionality for example poverty; gender and disability (mental health) in domestic abuse; gender and ethnicity in serious youth violence. This proposal would positively support and impact on all children and families accessing Children's Social Care services.

The underlying principle of the proposal is to seek to use the council's budget and resources more effectively to support children, young people and their families to build resilience and reduce the need for statutory interventions. The proposed savings arise from delivery of more effective interventions to divert families from services rather than withdrawal of existing services.

The DfE grant funding is time-limited and will end in 2020. There might be an impact on the workforce if existing staff resources and budgets are re-organised to maintain the Family Network Coordinator service. Any re-organisation will be undertaken under the Council's HR procedures with workforce equality and diversity impacts being considered in that process.

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**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				More effective use of Council's budget and resources to support children, young people and their families.
Disability	X				More effective use of Council's budget and resources to support children, young people and their families.
Gender Reassignment				X	
Marriage and Civil Partnership				X	

<b>Pregnancy and Maternity</b>				X	
<b>Race</b>	X				More effective use of Council's budget and resources to support children, young people and their families.
<b>Religion/ belief</b>	X				More effective use of Council's budget and resources to support children, young people and their families.
<b>Sex (Gender)</b>	X				More effective use of Council's budget and resources to support children, young people and their families.
<b>Sexual orientation</b>				X	
<b>Socio-economic status</b>	X				More effective use of Council's budget and resources to support children, young people and their families.

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

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

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

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

**Stage 4: Conclusion of the Equality Analysis**

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

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

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**OUTCOME 1**

**OUTCOME 2**

**OUTCOME 3**

**OUTCOME 4**

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

<b>Assessment completed by</b>	El Mayhew	<b>Signature:</b>	<b>Date:</b> 26/11//2019
<b>Improvement action plan signed off by Director/ Head of Service</b>	Rachael Wardell, Director CSF	<b>Signature:</b>	<b>Date:</b> 27/12//2019

# 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?	<b>CSF2019-15 - Proposed Savings: Culture change and clarification of financial support entitlements for care leavers</b>
Which Department/ Division has the responsibility for this?	Children Schools and Families – Children’s Social Care & Youth Inclusion

<b>Stage 1: Overview</b>	
Name and job title of lead officer	El Mayhew, Assistant Director, Children’s Social Care & Youth Inclusion
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:</p> <ul style="list-style-type: none"> <li>- lead a culture change across the care leaver service to improve understanding and application of the Council’s statutory duties</li> <li>- improve understanding of care leaver’s entitlements</li> <li>- shift our approach to one that supports care leavers to maximise income and support from other available sources</li> </ul> <p>The desired outcomes are to:</p> <ul style="list-style-type: none"> <li>- ensure young people are supported to access finances and services they are entitled to from other sources</li> <li>- ensure that the Council is not providing unnecessary or unlawful financial support</li> <li>- reflect the Council’s changing relationship with eligible young people as they move into adulthood</li> <li>- make best use of available budget and deliver savings</li> </ul>
2. How does this contribute to the council’s corporate priorities?	<p>This proposal contributes to the councils’ corporate priorities in ensuring we manage our resources to provide value for money, high standards of governance, financial and budget management.</p> <p>The desired outcomes of the proposal are to provide a value for money service for care leavers and deliver financial savings.</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>Eligible care experienced young people may be affected by the proposed changes to current custom and practice about how they are individually and collectively financially supported by the Council.</p> <p>Care experienced young people with limited, reduced or rescinded statutory eligibility for financial support will be affected by improved understanding of care leaver's entitlements and the proposed reductions in financial support to those who are not statutorily eligible.</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>No. The proposal relates only to CSF – Children's Social Care &amp; Youth Inclusion</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).

All eligible care experienced young people are within a defined aged bracket of 18 – 25 years. Males and young people of Black, Asian and minority ethnic groups are over represented in the group of eligible care experienced young people (Source: Children, Schools and Families DMT Dashboard October 2019: Males 64%; BAME 64%). Equality and diversity impacts will be considered as part of the review.

Former unaccompanied asylum seeking children who as care experienced young adults become Appeal Rights Exhausted under the immigration legislation are ineligible for local authority assistance beyond that required to prevent a breach of their human rights This group are most likely to be impacted by the proposed changes. These young people are predominately male and of Black, Asian and minority ethnic groups.

The underlying principle of the proposal is to be clearer and more consistent in the use of financial support for those care experienced young adults who are statutorily eligible.

## 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		Greater financial awareness and scrutiny may reduce level of financial support care leavers have previously received.
Disability				X	
Gender Reassignment				X	
Marriage and Civil Partnership				X	
Pregnancy and Maternity				X	
Race			X		Black, Asian and minority groups are over represented in our care leaver population.



<b>Religion/ belief</b>			X	
<b>Sex (Gender)</b>	X		X	Males are over represented in our care leaver population.
<b>Sexual orientation</b>			X	
<b>Socio-economic status</b>			X	Care leavers are vulnerable adults at risk of living in poverty and deprivation.

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Impact on unaccompanied asylum seeking children who do not secure immigration status in the UK	Triple planning within Pathway Plans  Information leaflets for rising care leavers	Collaborative case file audits.  Production of refreshed guidance and information leaflets for care leavers	31.03.20	Existing  Additional	Head of Youth Inclusion (14+ Service & Youth Justice)	Yes
Impact on all care leavers where custom and practice financial entitlements change	Circulation and publication of the local offer.  Refreshed financial support practice guidelines for social workers and personal advisors.	Already published  Presentation of refreshed guidance for sign off at DMT	31.03.20	Existing  Additional	Head of Youth Inclusion (14+ Service & Youth Justice)	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 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	El Mayhew	Signature:	Date: 26/11//2019
Improvement action plan signed off by Director/ Head of Service	Rachael Wardell Director – Children, Schools and Families	Signature:	Date: 27/12/2019

# 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?	<b>CSF2019- 16 - Proposed Savings: Implementation of the DfE National Minimum rate for Fostering, Special Guardianship &amp; Adoption Allowances; Refresh of Special Guardianship Financial Support policy</b>
Which Department/ Division has the responsibility for this?	Children Schools and Families – Children’s Social Care & Youth Inclusion

<b>Stage 1: Overview</b>	
Name and job title of lead officer	El Mayhew, Assistant Director, Children’s Social Care & Youth Inclusion
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>Foster carers receive a weekly allowance to cover the costs of caring for a child and in some instances a fee where the carer has skills in caring for children with very complex and challenging needs. A local authority’s fostering allowance is used as a baseline for determining financial support packages for Special Guardians and Adopters. Central government set a national minimum fostering allowance which all approved foster carers must be paid. In Merton, the fostering allowance paid is higher than the national minimum. This means that the baseline for determining other financial support packages is higher than it needs to be.</p> <p>The proposal is to implement the national minimum fostering allowances in Merton and re-structure the fee element paid to in-house foster carers. It is proposed that any payments made to foster carers above the national minimum allowance would fall within the fee element. A refreshed Special Guardianship and Adoption Financial Support Policy would be required to support the proposed changes.</p> <p>The desired outcome is a reduction in the baseline and therefore cost of future financial support packages to Special Guardians and Adopters.</p>
2. How does this contribute to the council’s corporate priorities?	<p>This proposal contributes to the council’s corporate priorities in ensuring we manage our resources to provide value for money, high standards of governance, financial and budget management.</p> <p>The desired outcomes of the proposal are to make efficient use our budgets and resources and deliver financial savings.</p>

3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Children, young people, prospective special guardians, adopters and in-house foster carers.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No. The proposal relates only to CSF.

**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).

All children and young people living in foster care, special guardianship or adoption arrangements are within a defined aged bracket of 0 – 18 years.

Many connected person foster carers and special guardians are relatives of the children they care for. Children and families living in or experiencing poverty and deprivation are over represented in the services and interventions CSC & YI provide. There is a higher incidence of female foster carers, connected carers and special guardians (or females being the primary carer in a couple arrangement) consistent with societal gender stereotyping of women as carers. The proposed reduction in Merton's baseline fostering allowance would have most impact on connected carers, future special guardians and adopters.

**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		The proposal would reduce the weekly allowance provided to care for looked after children.
Disability				X	
Gender Reassignment				X	
Marriage and Civil Partnership				X	
Pregnancy and Maternity				X	
Race				X	
Religion/ belief				X	
Sex (Gender)			X		Women as carers are over represented in the fostering, connected carer and special guardianship groups. The proposal to reduce the fostering

					allowance would reduce the financial support provided to women to care for other people's children.
<b>Sexual orientation</b>				X	
<b>Socio-economic status</b>			X		Many connected carers and special guardians live in or experience poverty and deprivation. The proposal to reduce the fostering allowance would reduce the financial support provided.

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

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

<b>Negative impact/ gap in information identified in the Equality Analysis</b>	<b>Action required to mitigate</b>	<b>How will you know this is achieved? e.g. performance measure/ target)</b>	<b>By when</b>	<b>Existing or additional resources?</b>	<b>Lead Officer</b>	<b>Action added to divisional/ team plan?</b>
Impact on children, women and carers from lower socio-economic backgrounds	Public Consultation	Closure of consultation and production of analysis report	30/09/20	Additional	Head of Children in Care & Resources	Yes
Impact on children, women and carers from lower socio-economic backgrounds	Liaising with the voluntary sector for possible additional non-financial support to Carers.	Provision of information about services available through voluntary sector organisation to support carers.	30/09/20	Existing	Head of Children in Care & Resources	Not yet.

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

**Stage 4: Conclusion of the Equality Analysis**

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

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

**OUTCOME 1**

**OUTCOME 2**

**OUTCOME 3**

**OUTCOME 4**



<b>Stage 5: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	El Mayhew	<b>Signature:</b>	<b>Date:</b> 26/11//2019
<b>Improvement action plan signed off by Director/ Head of Service</b>	Rachael Wardell Director - Children, Schools and Families	<b>Signature:</b>	<b>Date:</b> 27/12/2019

# 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?	<b>CSF2019- 17 - Proposed Savings: Increased Use of In-House Foster Carers / Placements</b>
Which Department/ Division has the responsibility for this?	Children Schools and Families – Children’s Social Care & Youth Inclusion

<b>Stage 1: Overview</b>	
Name and job title of lead officer	El Mayhew, Assistant Director, Children’s Social Care & Youth Inclusion
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 aim of this proposal is to increase the number of approved fostering households and widen their offer. The objectives are to:</p> <ol style="list-style-type: none"> <li>1. Increase recruitment and improve the timeliness of assessments to increase approved household numbers</li> <li>2. Implement the DfE / Fostering Network Mockingbird pilot to improve retention and support carers to widen their offer</li> </ol> <p>The desired outcomes are that more children looked after are cared for by Merton in-house foster carers and use of the more expensive independent fostering agencies reduced.</p>
2. How does this contribute to the council’s corporate priorities?	<p>This proposal contributes to the council’s corporate priorities in ensuring we manage our resources to provide value for money, high standards of governance, financial and budget management.</p> <p>The desired outcomes of the proposal are to harness the strengths and resilience within our in-house fostering community, to divert demand for independent fostering agency placements and deliver financial savings.</p>
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Children, young people and their families; foster carers, local partners and the workforce may be affected by this proposal.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the	Yes. CSF has overall responsibility and relies on support and assistance from the Communications Team for recruitment and marketing activities. Recruitment and marketing activity has been more challenging

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<p>partners and who has overall responsibility?</p>	<p>since the repurposing of £14k of fostering marketing budget which was centrally held by the Communications Team and has been directed to the development of the digital platform.</p>
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**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).

All children and young people referred to Children's Social Care are within a defined aged bracket of 0 – 18 years. This proposal would positively support and impact on all children and families requiring looked after services in that it provides for children to remain living in their local community with continuity of relationships and access to the range of Merton's partnership services.

The underlying principle of the proposal is to seek to use the council's budget and resources more effectively to support children and young people locally. Social work intervention is more effective where children live locally, can be seen regularly and form positive relationships. The proposed savings arise from reduced use of independent fostering agency placements rather than withdrawal of existing services.

**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)	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				More effective use of Council's budget and resources to support children, young people and their families.
Disability	X				More effective use of Council's budget and resources to support children, young people and their families.
Gender Reassignment				X	
Marriage and Civil Partnership				X	
Pregnancy and Maternity				X	
Race	X				More effective use of Council's budget and resources to support children, young people and their families.
Religion/ belief	X				More effective use of Council's budget and resources to support children, young people and their families.

<b>Sex (Gender)</b>	X				More effective use of Council's budget and resources to support children, young people and their families.
<b>Sexual orientation</b>				X	
<b>Socio-economic status</b>	X				More effective use of Council's budget and resources to support children, young people and their families.

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

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

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

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

**Stage 4: Conclusion of the Equality Analysis**

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

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

**OUTCOME 1**

**OUTCOME 2**

**OUTCOME 3**

**OUTCOME 4**

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

<b>Assessment completed by</b>	El Mayhew	<b>Signature:</b>	<b>Date:</b> 26/11//2019
<b>Improvement action plan signed off by Director/ Head of Service</b>	Rachael Wardell, Director - CSF	<b>Signature:</b>	<b>Date:</b> 27/12//2019

# 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 budget savings CSF2019 - 18
Which Department/ Division has the responsibility for this?	CSF/Education Division

Stage 1: Overview	
Name and job title of lead officer	Jane McSherry (AD Education)
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><b>Review and reshape of short breaks provision across CWD, Brightwell, commissioned provision and the in-house short break service</b></p> <p>Aim: To make savings across the 4 services that currently deliver and/or procure a short break offer across the applicable services which are Brightwell Out of School Specialist Provision, short breaks for families without social care intervention, short breaks/respite as part of a CSC plan and commissioned services for children with level 2 needs upwards in the Merton Well-being Model, with the aim of improving access to a range of community based short breaks services.</p> <p>Objective: To reshape the council's overall Short break offer for disabled children aged 0 -18, supporting families to access services in accordance with presenting need (possible changes to criteria), underpinned by a principle of self-serve and minimal intervention /assessment in order to access services.</p> <p>Outcome: To secure sufficient short breaks provision for Merton families across a mixed market model, which is flexible, responsive to presenting need and is easy to access, supporting efficiencies and self-serve for families</p> <p>The proposed reshape is likely to impact upon a change to the service offer which could include changes to short break and respite packages, types of provision available, geographical location of</p>

	<p>services and availability of services. Further work is required to fully understand the impact of this, across the 4 services that are currently involved in the provision and/ or commissioning of short break packages and services.</p> <p>As the service supports SEND children, young people and their families there will be further detailed assessment required as the review progresses, in order to better understand the overall impact of service wide changes for this cohort of families and children, because they have protected characteristics.</p> <p>A review has been started, led by Commissioning and Partnerships within CSF, which will follow a project approach and will include a wide-ranging stakeholder engagement programme with parents, children, young people, staff, multi-agency partners etc. There will also be some work to be carried out with the range of existing providers to work towards securing sufficiency across the mixed market model that already exists in Merton.</p>
<p>2. How does this contribute to the council's corporate priorities?</p> <p>Page 210</p>	<p>This proposal is contributing to the councils' corporate priorities, which are:</p> <ul style="list-style-type: none"> <li>Resilient Merton</li> <li>Collaborative Merton</li> <li>Smart Merton</li> <li>Ambitious Merton</li> </ul> <p>Our proposals aim to contribute to these priorities and aim to deliver across these areas, with a particular focus on Resilient, Collaborative and Ambitious Merton</p> <p>Resilient – supporting families to access comparable childcare services provided by the private, voluntary and schools sector</p> <p>Collaborative – working with service users, our partners and our staff we will work towards achieving these savings proposals</p> <p>Ambitious Merton – identifying opportunities to reduce the direct delivery of services, where it makes sense to do, retaining aspects of the service where there is a business need so to do so.</p> <p>The way Merton works to deliver against these priorities is important, and the following three things have been identified that motivate all of us to deliver:</p> <p><b>Customers</b> - We want to know our customers and provide the very best service for them</p>



	<p><b>Pride</b> - We take personal pride in what we do, in working for Merton and pride in Merton the place</p> <p><b>Team</b> - We actively work to support our colleagues to be the best team and look for ways to work with partners beyond the council to improve Merton the place</p> <p>Corporately, these are Merton's strengths as an organisation – they frame how we work to achieve our aspirations. The proposals will embed these key priorities and motivational aspects into our future planning.</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>External customers – approximately 450 families currently access a short break that the Local Authority has supported. There are other families with children and young people with a disability who will self-serve their short break provision through the local offer, without any involvement from the LA.</p> <p>Communities – the provisions are located across the borough and they are provided by the Council itself (e.g. Brightwell) as well as commissioned partners either through a contract or a spot purchase arrangement.</p> <p>Partners/Stakeholders – the services currently provide a number of short break provisions to a range of families whose children have disabilities. These services are considered to support family wellbeing and provide a preventative model of support for families, so that children can be safely looked after in their own home, with appropriate support to enable this.</p> <p>Therefore, there are partners within the organisation, as well as outside the organisation including health, schools/education early years, children's social care and SENDIS, that may be affected in addition to the families. Any change to how a family accesses a service and the availability and location of this service will impact across key stakeholders. Colleagues within facilities and Contracts and School Organisation will be key stakeholders in terms of any change of use of the Brightwell building.</p> <p>Workforce – approximately 15 staff (not all FTE, and this will change over the next 2 years) will be affected, and depending on the final offer, the final number may be reduced/or roles may change. There may also be an impact on workforce outside the council as a result of to changes to contracts.</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>As detailed above. The building is supported by the corporate facilities team and this proposal will need to align with other savings proposals regarding the review of buildings within CSF.</p>
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## 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 have data sets and information to identify and determine the impact of the proposal on protected characteristics. We are partly but not fully aware, as yet, of the overall impact of this proposal.

Data and evidence used has been secured via:

Registration data from Brightwell

Numerical data from Short breaks

Numerical data from the Children with Disabilities team

iTRENT (to be confirmed)

Further analysis of the service users is required as the review develops. Because we do not currently hold this all in one place, drawing conclusions and analysis from the various data sources has not been possible in terms of fully informing this EIA. A further EIA will be produced with detailed information as the project and review develops. It is fully recognised, therefore, that this EIA is compiled in the context of not having sufficient equalities and service planning data to fully identify the impact of the proposal at this stage. However, as the review has been commissioned, this will be picked up as part of that project work

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## 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	*		*		<u>Service Users</u> Children aged 0 – 18 and their families are the service users and this will not change. However, any changes to an offer could impact

				<p>either negatively or positively, depending on the outcome of this review.</p> <p><u>Negative impact</u> An overall reduction in service could impact on children, young people and their families</p> <p><u>Positive Impact</u> The Brightwell building may become available for alternative users, which could include a provision for children and young people</p>
<p><b>Disability</b></p>	<p>*</p>		<p>*</p>	<p><u>Service Users</u> Children aged 0 – 18 with special educational needs and/or disabilities, and their families, are the service users and this will not change. However, any changes to an offer could impact either negatively or positively, depending on the outcome of this review.</p> <p><u>Negative Impact</u> A reduction in service provision could impact on children and young people with disabilities and their families.</p> <p><u>Positive Impact</u> The Brightwell building may become available for alternative users, which could include a provision for children and young people with additional needs including disabilities.</p> <p>There may be an improved offer for children and young people, supporting more choice and self-serve, reducing the requirement for intrusive and further family assessments.</p>

					_____
<b>Gender Reassignment</b>					Not known
<b>Marriage and Civil Partnership</b>					Not known
<b>Pregnancy and Maternity</b>					<p><u>Service users</u>                      Not applicable for the children and young people. Family members may be impacted by changes to the overall offer. The impact of this is not known at this time.</p> <p>_____</p>
<b>Race</b>	*		*		<p><u>Service users</u>                      The short breaks services are used by children and young people who have a disability. Take up of provision from children and young people from BAME, with disabilities is not fully known at this point in time. Further work and analysis in the planning stages nearer the time will be used to fully understand the impact upon race and BAME groups and any possible actions to mitigate.</p> <p>_____</p>

					understand the impact upon race and any possible actions to mitigate
<b>Religion/ belief</b>					Not known
<b>Sex (Gender)</b>	*		*		<p><u>Service users - parents</u>  Estimates would indicate that the highest proportion of adult service users are women/mothers and any change to delivery model may have a positive or negative impact:</p> <p><u>Positive impact</u>  The reshaped offer will provide access to a range of services and support that more clearly defines the offer for families living in Merton.</p> <p><u>Negative Impact - parents</u>  Any change to a delivery model may have a negative impact due to a possible overall reduction in the capacity/volume of the new service for families presenting with additional needs.</p> <p><u>Negative impact – children and young people</u>  Evidence shows that the highest proportion of children/young people service users are males and any change to delivery model may have a negative impact due to a possible overall reduction in the capacity/volume of the new service for children/young people and their families presenting with additional needs.</p> <p>_____</p>
<b>Sexual orientation</b>				*	Not known
<b>Socio-economic status</b>			*		<p><u>Service Users</u>  Actual household income is not known for all service users</p> <p><u>users</u></p>

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
<p>Gaps in information</p> <p>Impact on service users</p>	<p>To carry out the review which will include a deep dive into the characteristics for existing service users and then refresh this EIA on the basis of the new information.</p> <p><b><u>Families with disabled children aged 0 – 18</u></b></p> <p>Provide sufficient consultation and notification to families so they are fully involved in the service redesign</p> <p>Work with the existing sector to secure sufficient places for families</p>	<p>When full data sets are available</p> <p>Families are consulted and a robust offer is developed</p> <p>There is a sufficient market places to deliver the short break places/services</p>	<p>Between January 2020 and August 2020</p> <p>Between January 2020 and August 2020</p>	<p>existing</p>	<p>Heads of Service Commissioning and Partnerships SENDis and Early Years</p>	<p>Y</p>

	<p>during the planning phases</p> <p>Reshape the offer so that it responds to family feedback, staff feedback, stakeholder feedback in accordance with level of savings</p> <p>Provide information and new service offers, criteria etc so that families can access information easily</p> <p>Work with the sector to secure alternative providers/ outsource the Brightwell provision This approach would need to include the arrangements for TUPE, unless schools become the provider</p>					
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<p>There will be a negative impact for staff who will be vulnerable to redundancy, some staff with protected characteristics are more impacted than others (based on current characteristics, which are likely to change over the next 2 years)</p>	<p>Support staff to take up training and develop skills so they have opportunities across the sector in alternative employment Follow reorganisation and redundancy policy, support staff to be able to become redeployed Where applicable ensure TUPE regulation is applied appropriately Seek advice and guidance from Equality and Community Cohesion Officer and HR</p>	<p>Reorganisation implemented, staff access training and skill development  Staff access new roles either in Council, in new employment or via TUPE</p>	<p>Between January 2020 and August 2020</p>	<p>Existing/redundancy costs?</p>	<p>Allison Jones</p>	<p>Y</p>

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

#### Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

YES

OUTCOME 4

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

<b>Assessment completed by</b>		<b>Signature:</b>	<b>Date:</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>	Rachael Wardell, Director CSF	<b>Signature:</b>	<b>Date: 27 December 2019</b>

# 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?	CSF 2019-19 SEND Travel assistance - to review efficiencies in providing for SEND home to school/college travel assistance, including eligibility for post-16 students. Subject to recommendations from the appointed consultant on home to school transport
Which Department/ Division has the responsibility for this?	CSF/Education

Stage 1: Overview	
Name and job title of lead officer	Tom Procter, Head of Contracts and School Organisation / Karla Finikin, Head of SENDIS
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>What are you proposing and what are they designed to deliver?</p> <p>The aim is to reduce the council spend on home to school/college travel assistance, while ensuring that vulnerable children and families that require it continue to receive support. To ensure the service is provided in the most cost effective way possible. The work is being undertaken under the auspices of a whole council review commissioned from an independent consultant.</p>
2. How does this contribute to the council's corporate priorities?	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.	Children and families with SEND (Special Educational Needs and Disabilities) will be affected by this proposal.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	In-house bus services for SEND children are provided by E&R department, but paid for by CSF department through an SLA.

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## 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).

List the type of evidence (data, results of consultation, research, etc) and analysis of what this evidence tells you regarding the impact on the protected characteristics (equality groups).

What impact has this evidence had on what you are proposing?

If there are gaps in data (for example information not being available) you may have to address this by including plans to generate this information within your action plan.

Data interrogated by the consultant in order to produce the independent report. This will be considered when the consultant's report is available and as individual proposals are considered, will be overlaid with additional data as required to ensure individual proposals have been properly assessed in their equalities context.

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## 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		√	√		School age children and their families will be impacted
Disability		√	√		The service is specifically for children with SEND so these children and young people will be affected
Gender Reassignment		√		√	
Marriage and Civil Partnership		√		√	
Pregnancy and Maternity		√		√	

<b>Race</b>		√		√	
<b>Religion/ belief</b>		√		√	
<b>Sex (Gender)</b>		√		√	
<b>Sexual orientation</b>		√		√	
<b>Socio-economic status</b>		√		√	

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

Summarise actions you plan to mitigate the negative impact(s) identified above. Detail for these actions should be included in the Improvement Action Plan (Section 9 below).

Until the consultant's report is published and the equalities impact of individual proposals has been assessed, it is not possible to determine the most appropriate mitigating actions as it is not clear what the extent of the impact will be (if any). The detail of mitigations will need to be considered fully when individual proposals are considered.

### 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

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- 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

### 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?
School age children with SEND and their families will be impacted	Before agreeing any specific proposals it will be necessary to consider the specific impacts and the required mitigations. This will be undertaken through a more detailed EIA of individual proposals.	Before each / any individual proposal is taken forward, a review EIA will be conducted to identify any negative impacts and to outline relevant mitigation where possible.	TBC	TBC	Tom Procter/ Karla Finikin	No

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**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.

Because this is a service to children with SEND, the protected characteristics group that will be affected is children with disabilities. At this stage it has not been possible to undertake a full equality analysis as it is still necessary to consider the consultant's report and agree specific proposals that will be taken forward. There is a commitment to undertake review EIAs for specific individual proposals as these come forward from the overarching review.

At this stage it is necessary to assess the EA as Outcome 3 because there are so many uncertainties. Council staff are aware that ideally we should seek to achieve an Outcome 2 so that any 'efficiencies' will not have an unjustifiably negative impact on the lives of children with SEND.

<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Tom Procter, Head of Contracts and School Organisation Karla Finikin, Head of SENDIS	<b>Signature:</b>	<b>Date:</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>	Rachael Wardell Director Children, Schools and Families	<b>Signature:</b>	<b>Date: 27/12/2019</b>



# Equality Analysis

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet  
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What are the proposals being assessed?	ENV1920-06 Proposed budget saving
Which Department/ Division has the responsibility for this?	E&R/Future Merton

Stage 1: Overview	
Name and job title of lead officer	Paul McGarry, Future Merton 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)	Increase in income from the procurement of a new 15 year bus shelter and street furniture advertising contract. Under the new contract the provider will upgrade all the bus shelters in the borough and introduce high quality digital advertising panels on Free Standing Advertising Units in town centres.
2. How does this contribute to the Council's corporate priorities?	Maximising Income generation
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Residents and the general public will benefit from new state-of-the-art bus shelters which will be more modern, robust and safer as well as being more and energy efficient. The Council will benefit from an increase in income.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The provider JC Decaux will own and maintain all the assets and will be responsible for all cleaning and maintenance.

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**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).

N/A

**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	√			√	Positive impact as new shelters will provide better seating & comfort for bus users.
Disability	√			√	The new shelters will have improved design considerations for people with disabilities.
Gender Reassignment		√		√	
Marriage and Civil Partnership		√		√	
Pregnancy and Maternity		√		√	
Race		√		√	
Religion/ belief		√		√	
Sex (Gender)		√		√	
Sexual orientation		√		√	
Socio-economic status		√		√	

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

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

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

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

**Stage 4: Conclusion of the Equality Analysis**

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

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

**OUTCOME 1**

**OUTCOME 2**

**OUTCOME 3**

**OUTCOME 4**

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

Assessment completed by	Sue Keay, E&R Finance & Programme Officer	Signature: S. Keay	Date: 02/12/19
Improvement action plan signed off by Director/ Head of Service	James McGinlay, Head of Sustainable Communities	Signature:	Date:

# 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?	ALT 1920-01 Increased income from conducting rent reviews in line with tenancy agreements
Which Department/ Division has the responsibility for this?	Environment and Regeneration/Sustainable Communities

Stage 1: Overview	
Name and job title of lead officer	James McGinlay, Assistant Director for Sustainable Communities
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)	Progress rent reviews established within existing leases to commercial tenants to provide increased revenue income to the Council.
2. How does this contribute to the council's corporate priorities?	By increasing revenue income improve the council's revenue position.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The council's commercial tenants will be affected and the Council will benefit from increased income.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	SLLP/Corporate Services will be required to document the changes in rent levels and Transactional Services within Corporate Services will be required to collect the new levels of rent.

**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 have no data regarding the equality groups within our commercial tenants who's relationship with the council for this purpose is purely commercial and as stated within the lease/contract they agreed with the council.

**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					There is no available data and the tenants have not engaged to provide the monitoring data.
Disability					There is no available data and the tenants have not engaged to provide the monitoring data.
Gender Reassignment					There is no available data and the tenants have not engaged to provide the monitoring data.
Marriage and Civil Partnership					There is no available data and the tenants have not engaged to provide the monitoring data.
Pregnancy and Maternity					There is no available data and the tenants have not engaged to provide the monitoring data.
Race					There is no available data and the tenants have not engaged to provide the monitoring data.
Religion/ belief					There is no available data and the tenants have not engaged to provide the monitoring data.
Sex (Gender)					There is no available data and the tenants have not engaged to provide the monitoring data.

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<b>Sexual orientation</b>					There is no available data and the tenants have not engaged to provide the monitoring data.
<b>Socio-economic status</b>			X		There is no available data and the tenants have not engaged to provide the monitoring data. Possible negative impact.

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
The tenants already have notice of possible rent increases as the rent review dates are clearly stated within their leases and of course we do not impose an increase it is open to negotiation and consideration by a third party if we prove unable to agree a new rent.	Initiate rent review process	Settlement of rent review	Timetable specified by individual leases	Existing	Howard Joy	No.

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

**Stage 4: Conclusion of the Equality Analysis**

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

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

**OUTCOME 1**

**OUTCOME 2**

**OUTCOME 3**

**OUTCOME 4**

Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	<a href="#">Add name/ job title</a>	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	<a href="#">Add name/ job title</a>	Signature:	Date:



# Equality Analysis

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet  
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What are the proposals being assessed?	ALT 1920-02 The use of ANPR to enforce moving traffic contraventions has been operational since July 2016. The number of cameras has increased and the locations varied over this period and the number of PCNs remains above initial estimates.
Which Department/ Division has the responsibility for this?	Parking Services, Environment and Regeneration

## Stage 1: Overview

Name and job title of lead officer	Ben Stephens, Head of Parking
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>Compliance rates for ANPR Moving Traffic Offences have not improved to the level expected and as a consequence the PCN income generated has not reduced as swiftly as anticipated. In addition, additional enforcement opportunities have been added e.g. School zig zag enforcement this year and School superzones to come. As a consequence, the PCN income exceeds budget and could be built into the budget at a prudent level for a period of time whilst kept under review.</p> <p>ANPR enforcement and the issue of PCNs aims to deliver better compliance and driver behaviours in respect of of moving traffic contraventions, which will reduce congestion, and lead to improved traffic flows and availability of spaces.</p> <p>Local authorities are not permitted to use PCN parking charges solely to raise income. When setting charges, we must instead focus on how the charges will contribute to delivering the Council's traffic management and other policy objectives.</p> <p>This proposal supports the rationale of seeking to adjust driver behaviour and to ensure that we can provide a modern, efficient and environmentally sustainable transport policy for residents, visitors and businesses, now and in the future.</p>
2. How does this contribute to the	<p>Parking and Traffic Management</p> <p>This proposal is part of the important role Parking and transport policy has in managing the roads and wider travel</p>

<p>council's corporate priorities?</p>	<p>needs of the public. Merton's policy links closely with the local Implementation Plan and the Strategy, which sets out objectives in detail.                  It contributes in the following ways:</p> <ol style="list-style-type: none"> <li>1. Reduce congestion</li> <li>2. Improve road safety</li> <li>3. Improve air quality and meet EU quality standards</li> <li>4. To meet the actions set out in the Merton Health and Wellbeing Strategy 2019</li> <li>5. Adopt a healthy street approach</li> <li>6. Promote healthier life styles and encourage more active travel</li> <li>7. To ensure good parking management</li> <li>8. To support the local economy</li> <li>9. Providing funding for parking and wider transport scheme improvements</li> </ol>
<p>Who will be affected by this proposal? For example who are external/internal customers, communities, partners, stakeholders, the workforce etc.</p>	<p>The proposal will affect all residents, businesses, workers and visitors to the borough, across all socio-economic groups.</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>Yes. Responsibility is shared with the following departments, organisations and partners. Future Merton, Highways and Transportation, Planning, Mayor of London, TfL, transport operators, Parking Services.</p>
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**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 Council acknowledges that road safety and traffic flow along with accessibility for residents and visitors to enable them to move freely throughout the borough.

A number of key factors will be considered included:

- (i) Air Quality hotspots
- (ii) Areas of high congestion
- (iii) Enforcement requirements
- (iv) Road safety

**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	<p><b><u>Positive Impact</u></b></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton.</p> <p>This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for</p>

					<p>kerbside space, which form the backdrop of the policy direction.</p> <p><b><u>Potential Negative Impact</u></b></p> <p>None identified</p>
Disability	X			X	<p><b><u>Positive Impact</u></b></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton.</p> <p>This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction. Including the provision of spaces for disabled motorists by increasing the charge of the PCN value as a deterrent to illegal parking.</p> <p><b><u>Potential Negative Impact</u></b></p> <p>None identified</p>
Gender Reassignment	X			X	<p><b><u>Positive Impact</u></b></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton.</p> <p>This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><b><u>Potential Negative Impact</u></b></p> <p>None identified</p>
Marriage and Civil Partnership	X			X	<p><b><u>Positive Impact</u></b></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton.</p> <p>This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for</p>

					<p>kerbside space, which form the backdrop of the policy direction.</p> <p><b><u>Potential Negative Impact</u></b></p> <p>None identified</p>
<b>Pregnancy and Maternity</b>	X			X	<p><b><u>Positive Impact</u></b></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton. This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><b><u>Potential Negative Impact</u></b></p> <p>None identified</p>
Place	X			X	<p><b><u>Positive Impact</u></b></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton. This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><b><u>Potential Negative Impact</u></b></p> <p>None identified</p>
<b>Religion/ belief</b>	X			X	<p><b><u>Positive Impact</u></b></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton. This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><b><u>Potential Negative Impact</u></b></p>

					None identified
<b>Sex (Gender)</b>	X			X	<p><b><u>Positive Impact</u></b></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton. This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><b><u>Potential Negative Impact</u></b></p> <p>None identified</p>
<b>Sexual orientation</b>	X			X	<p><b><u>Positive Impact</u></b></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton. This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><b><u>Potential Negative Impact</u></b></p>
<b>Socio-economic status</b>	X			X	<p><b><u>Positive Impact</u></b></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton.</p> <p>This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><b><u>Potential Negative Impact</u></b></p> <p>None identified</p>

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

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

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

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

**Stage 4: Conclusion of the Equality Analysis**

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

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

**OUTCOME 1**

**OUTCOME 2**

**OUTCOME 3**

**OUTCOME 4**

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

Assessment completed by	Ben Stephens – Head of Parking Services	Signature:	Date: 8 <sup>th</sup> October 2019
Improvement action plan signed off by Director/ Head of Service	Chris Lee – Director of Environment and Regeneration	Signature:	Date: 8 <sup>th</sup> October 2019



# Equality Analysis – – Leisure & Culture Development Team



Guidance for carrying out Equality Impact Assessments is available on the [intranet](#).

What are the proposals being assessed?	ALT 1920-03 To increase income through the Leisure Centre Management Contract with Greenwich Leisure Limited (GLL)
Which Department/Division has the responsibility for this?	Environment & Regeneration – Public Space Division
<b>Stage 1: Overview</b>	
Name and job title of lead officer	Christine Parsloe, Leisure & Culture Development 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)	Outcome: To achieve increased income through the leisure centre management contract. Aims & Proposals: Implement the contractual inflationary uplift on the Leisure Centre Management Contract, whereby the operators will pay the council an increased annual sum
2. How does this contribute to the council's corporate priorities?	Delivers revenue savings through increased income.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The operator will be required under the contract to deliver this in accordance with their contract submission. This will include increases in fees and charges to customers, but these will also be in line with the contractual arrangements for annual increases.
4. Is the responsibility shared with another department, authority or organisation? If so: Who are the partners and who has overall responsibility?	No

## Stage2: Collecting evidence/data

6. What evidence have you considered as part of this assessment? List the data, results of consultation, research and other sources of evidence reviewed to determine impact on the protected characteristics (equality groups). Where there are gaps in data you may have to address this by including it in the action plan.

**Type of evidence**

Leisure Centre Management Contract.

**Stage 3: Assessing impact and analysis**

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

Equality group	Positive impact		Potential negative impact		Reason
	Yes	No	Yes	No	
Age		√		√	This increased income will be met by the operator delivering sports and leisure in the same way and in accordance with the contract.
Disability		√		√	
Gender Reassignment		√		√	
Marriage and Civil Partnership		√		√	
Pregnancy and Maternity		√		√	
Race		√		√	
Religion/ belief		√		√	
Sex		√		√	
Sexual orientation		√		√	
Socio-economic status		√		√	

8. How do you plan to mitigate the negative impact that has been identified above? Also describe how you will promote equality through the policy, strategy, procedure, function or service?

No negative impact identified above.

**Stage4: Decision**

9. Decision – Please indicate which of the following statements best describe the outcome of the EIA (✓ tick one box only)

Outcome 1 - ✓	Outcome 2 -	Outcome 3	Outcome 4
<p><b>Outcome 1</b> – No change required: when the EIA 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><b>Outcome 2</b> – Adjustments to remove negative impact identified by the EIA or to better promote equality. <b>List the actions you propose to take to address this in the Action Plan.</b></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 favorable treatment where necessary.</p>	
<p><b>Outcome 3</b> – Continue with proposals despite having identified some potential for negative impact or missed opportunities to promote equality. In this case, the justification needs to be included in the EA and should be in line with the PSED to have ‘due regard’. <b>List the actions you propose to take to address this in the Action Plan. (You are advised to seek Legal Advice)</b></p>		<p>This means a recommendation to adopt your proposals, despite any negative effect or missed opportunities to advance equality, provided you have satisfied yourself that it does not unlawfully discriminate. In cases where you believe discrimination is not unlawful because it is objectively justified, it is particularly important that you record what the objective justification is for continuing with your proposals, and how you reached this decision. This is very important to show that you have paid ‘due regard’ to the Public Sector Equality Duty</p>	
<p><b>Outcome 4</b> – Stop and rethink: when your EA shows actual or potential unlawful discrimination.</p>		<p>If a policy shows unlawful discrimination it <b>must</b> be removed or changed.</p>	

**Note:** If your EA is assessed as **outcome 3**, explain your justification with full reasoning to continue with your proposals?

Include information as to why you suggest going ahead with your proposals despite negative impact being identified.

**Stage 5: Making adjustments – Improvement Action Plan**

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

This action plan should be completed after the assessment and analysis and outlines the action to be taken to mitigate the potential negative impact identified.

<b>Risks or improvements identified in the EIA</b>	<b>Action required</b>	<b>Performance measure &amp; target(s)</b>	<b>By when</b>	<b>Uses existing or additional resources?</b>	<b>Lead Officer</b>	<b>Progress</b>
No negative impacts identified,						

**Have you incorporated these actions into your divisional service plan or team plan? Please give details of where they have been included.**

Included as part in the existing Leisure & Culture Development Team's transformation and service plans.

**11. How will you share lessons learnt from this assessment with stakeholders and other council departments?**

We will share any learning from this with others through one to one support, advice and guidance as appropriate and time allows.

**Stage 6: Monitoring**

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.

**How will you monitor the impact of the proposal once it has been implemented?**

Monitoring will be done through the leisure management contract monitoring processes within existing business practices

**How often will you do this?**

Quarterly through formal meetings, otherwise through day to day working and business operations.

**Stage: 7 Reporting outcomes (Completed assessments must be attached to committee reports and a summary of the key findings included in the relevant section with in them)****Summary of the assessment**

- What are the key impacts – both negative and positive?
- What course of action are you advising as a result of this assessment?
- Are there any particular groups affected more than others?
- Do you suggest to proceeding with your proposals although a negative impact has been identified?

**Summary of the key findings:**

None.

**Stage 8: Sign off by Head of Service**

**Assessment completed by:  
Name/Job Title**

Christine Parsloe  
Leisure & Culture Development Manager

**Signature:**  
C A Parsloe

**Date:**  
18 November 2019

**Improvement action plan  
signed off by Head of Service**

John Bosley, Head of Public Space Division

**Signature:**  
J Bosley

**Date:**  
18 November 2019

**Department**

**Environment & Regeneration**

# 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?	ALT 1920-04 Increase the level of enforcement activity for environmental offences ensuring that the service is cost neutral.
Which Department/ Division has the responsibility for this?	E&R – Street Scene & Waste

Stage 1: Overview	
Name and job title of lead officer	John Bosley AD public Space
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)	<a href="#">What are you proposing and what are they designed to deliver?</a> To undertake a procurement exercise to identify an external provider for environmental enforcement – The aim is to improved enforcement presence across the Borough and opportunity to work across divisions to maximise potential enforcement receipts
2. How does this contribute to the council's corporate priorities?	Increasing revenue, reducing the level of street litter, improving the image of the public realm.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The 'in house 'enforcement team will be retained and will work closely with the external provider in order to identify hot spots and areas of operational activity across the borough.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No, The service will continue to be managed as part of the current Public space division.

**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).

1. Litter is the number one concern of our residents

**Stage 3: Assessing impact and analysis**

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

Protected characteristic (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		✓	✓		The ability to pay the fee issued through the Fix penalty notice.

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

1.

The only people affected by this enforcement contract are those residents or visitors who committed an environmental offence.

#### 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 Pan**

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Socio-economic status	All cases of non payment will be assed on an individual bases and escalated through the single justice system for processing. For transparency the court has the ability to amend the level of the fine due to the alleged offenders personal circumstances .	Level of reduced fines award by the court	On going	None	C Baker	

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



<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Charles Baker	<b>Signature:</b>	<b>Date:9 10 19</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>	John Bosley	<b>Signature:</b>	<b>Date:</b>

# 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?	ALT 1920-05 Reduce the level of revenue budget for office stationary
Which Department/ Division has the responsibility for this?	Waste services – Public Space E&R

Stage 1: Overview	
Name and job title of lead officer	Charles Baker
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 realign our revenue budget with actual service requirement and reducing the overall cost of office stationary.
2. How does this contribute to the council's corporate priorities?	Value for money
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The Waste Services and Public Space team members will have reduced budget for the purchase of office stationary.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	N/A

**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).

Current budget allocation  
 Current budget spend  
 Future requirements

**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		✓		✓	

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

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

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

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

**Stage 4: Conclusion of the Equality Analysis**

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

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

**OUTCOME 1**

**OUTCOME 2**

**OUTCOME 3**

**OUTCOME 4**

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

Assessment completed by	Charles Baker	Signature:	Date: 18 11 2019
Improvement action plan signed off by Director/ Head of Service	John Bosley	Signature:	Date:

# 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?	ALT 1920-06 Proposed budget saving
Which Department/ Division has the responsibility for this?	Environment & Regeneration/Public Space/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)	Reduction in annual support grant to Deen City Farm (by £10k, from £94.9k currently)
2. How does this contribute to the council's corporate priorities?	Contribution to council's savings needs and MTFS.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Deen City Farm is the stakeholder primarily affected, with potential knock-on effects for users and visitors to the Farm. However, this grant reduction has been negotiated with the Farm in lieu of other investment contributions from the Council that will witness a net reduction in the annual operating costs for the facility.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Deen City Farm, the management team for the Farm having overall responsibility for the facility.

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**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 Farm is used and enjoyed by a wide cross-section of the community and attracts a number of equality groups. However, this proposal is not expected to have any significant impact on the Farm or its users and has been a negotiated one with the Farm's management in lieu of other investments (see above).

**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)?**

Page 2 of 8

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	
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. 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?
No anticipated impacts	None	N/A	N/A	N/A	Doug Napier	No

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

**Stage 4: Conclusion of the Equality Analysis**

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

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

**OUTCOME 1**

**OUTCOME 2**

**OUTCOME 3**

**OUTCOME 4**

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

<b>Assessment completed by</b>	Doug Napier, Greenspaces Manager	<b>Signature:</b>	<b>Date: 12/12/19</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>	Chris Lee/John Bosley	<b>Signature:</b>	<b>Date: 12/12/19</b>

# 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?	ALT 1920-07 Proposed budget saving
Which Department/ Division has the responsibility for this?	Environment & Regeneration/Public Space/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)	Realignment of budgets to better reflect current levels of income from outdoor events in parks.
2. How does this contribute to the council's corporate priorities?	Contribution to council's savings needs and MTFS.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Outdoor events are enjoyed by a very wide cross section of the community as part of the Council's recreational and leisure offer.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The overall responsibility for outdoor events in parks lies with Greenspaces. However, and depending upon the size and nature of the event, then the emergency and medical services, the Council's Regulatory Services team, and our grounds maintenance contractor, idverde, may be involved.

**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).

Outdoor events in parks are enjoyed by a wide cross-section of the community and attract a number of equality groups. However, this proposal is not expected to have a significant impact on these events as this proposal comprises an adjustment of the budget to reflect current (increased) income levels and is not expected to affect the nature, quality nor range of events that the service currently supports in itself.

**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)?**

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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	
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. 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?
None	None	N/A	N/A	N/A	Doug Napier	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.**

**Page 202**  
**Stage 4: Conclusion of the Equality Analysis**

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

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

**OUTCOME 1**

**OUTCOME 2**

**OUTCOME 3**

**OUTCOME 4**

<b>Stage 5: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Doug Napier, Greenspaces Manager	<b>Signature:</b>	<b>Date: 11/12/19</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>	Chris Lee/John Bosley	<b>Signature:</b>	<b>Date: 11/12/19</b>

What are the proposals being assessed?	CH96 Proposed budget saving CH88 - Home Care Monitoring System
Which Department/ Division has the responsibility for this?	Community and Housing, Adult Social Care

Stage 1: Overview	
Name and job title of lead officer	John Morgan, Assistant Director of Adult Social Care
<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>Page 263</p>	<p>The aim of this proposal is to roll out a home care monitoring system for all home care providers to ensure that we, and our providers, can monitor the delivery of home care visits. This monitoring will enable us to check on a regular basis if the customers commissioned care hours are met in line with the agreed support plans as a means of improving the quality, efficiency and reliability of the service. We also aim to ensure that we only pay for visits that are carried out and do not over pay for shortened or missed visits.</p> <p>Merton already uses a home care monitoring system called CM2000, and we are in the process of re-procuring an equivalent system (which could mean continuing with CM2000 if it is the best value option). The system is only currently used by some of our home care providers and will be extended to additional providers as part of the implementation of the new system during the early part of 2020.</p> <p>The primary aim is to provide a quality monitoring tool for home care visits to ensure that residents receive their assessed care hours so that their care package and agreed outcomes are met. A secondary benefit, however, is that the council will reduce costs by not paying for missed or significantly shortened visits. The system has no impact on the hours of care that individual residents are assessed to need or are provided to them – in fact it should reduce the risk of visits being shortened or missed, and also allows providers to more proactively make alternative arrangements if a visit is missed as the system supports real time monitoring. This has positive impacts in terms of the safeguarding of vulnerable residents.</p> <p>With the fragility of the home care market, it is important that we have the tools to provide assurance about the delivery of care to vulnerable residents.</p>
2. How does this contribute to the council's corporate priorities?	It is consistent with the departmental TOM and the council's drive for efficiency. The reduced use of paper timesheets and invoicing enabled by the system also supports the Council's environmental / sustainability commitments.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>The main impact is on home care providers that we contract with, who are contractually obliged to use the system. The Council is, however, covering the implementation costs for each provider and will continue to fund the ongoing licence and maintenance costs associated with the system.</p> <p>Overall, the impact for customers is positive, for the reasons outlined above, although there is a minor potential impact in that we may require access to their landline for the care worker to log in and out at the</p>

	beginning and end of their visit via a Freephone telephone number. Increasingly, however, monitoring systems of this type use bar codes or similar, located in the customer's home, which carers scan or tap using a mobile phone app as the means of logging in and out of visits. Some providers also supply mobile phones to the customer's house for logging purposes and both of these options mean that landline use should become less prevalent over time.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Contracted Home Care providers. Provider of the chosen monitoring system.

## 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 council has operated a home care monitoring system for over a decade and therefore has good knowledge of the benefits and impacts. Similar systems are in common use across the local government sector and the benefits and impacts, the majority of which are generic, are well understood.

### 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	✓			✓	The proposal should improve the reliability of home care visits, the overall quality and efficiency of delivered home care and the settlement of complaints regarding missed or late calls. Whatever system is deployed will make allowance for those service users without landlines, who object to their use, or do not wish to cooperate with the solution chosen. Increasingly this will be achieved by promoting other more efficient and less intrusive means of logging using mobile technologies.
Disability	✓			✓	
Gender Reassignment	✓			✓	
Marriage and Civil Partnership		✓		✓	
Pregnancy and Maternity		✓		✓	
Race		✓		✓	
Religion/ belief		✓		✓	
Sex (Gender)		✓		✓	
Sexual orientation		✓		✓	
Socio-economic status		✓		✓	

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

<b>Negative impact / gap in information identified in the Equality Analysis</b>	There will be minimal adverse impact for service users and their families, with the main impact being the use of their landline for Freephone calls or attachment of a tag / barcode to their door/hallway etc depending on the logging method in use.
<b>Action required to mitigate</b>	Wherever possible we will promote the use of barcode / tag solutions for logging in and out as a positive alternative to use of the service user's landline.
<b>How will you know this is achieved? e.g. performance measure / target</b>	Proportion of visits logged via barcode / tag increasing over time. Targets for this will be developed with the home care providers using the system.
<b>By when</b>	March 2021
<b>Existing or additional resources?</b>	N/A
<b>Lead Officer</b>	Keith Burns, Head of Commissioning and Market Development

Action added to divisional / team plan?

To include in 2020/21 service plans.

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

#### Stage 4: Conclusion of the Equality Analysis

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

##### 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.

##### OUTCOME 4

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

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

Assessment completed by

Phil Howell, AD Strategy & Improvement

Signature: PH

Date: 5/12/19

Improvement action plan signed off by Director/ Head of Service

John Morgan, Assistant Director of Adult Social Care

Signature: John Morgan

Date: 5/12/19



# Equality Analysis

What are the proposals being assessed?	CH97 Increase income and make better use of technology to reduce costs
Which Department/ Division has the responsibility for this?	Community & Housing Department / Library & Heritage Service

Stage 1: Overview	
Name and job title of lead officer	Anthony Hopkins; Head of Library, Heritage & Adult Education Service
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>The aim of this proposal is to maintain the current library network and opening hours through better use of self-service technology and increasing income generation whilst delivering ongoing efficiencies.</p> <p>£45k of the saving will be delivered via the reduction of the current security guard contract. The presence will be reduced only at the quieter branch libraries (Raynes Park, Colliers Wood, Pollards Hill and West Barnes). The presence will be replaced with new self-service technology that reduces the need for a physical staffing presence.</p> <p>The rest of the proposal will be delivered by increasing income generation through the redevelopment of an existing site (West Barnes Library by £15k). The savings can only be achieved through the redevelopment of the site as the proposals include the increase of community space that can be used for hireable purposes out of normal opening hours. This model has worked successfully at the new Colliers Wood Library.</p>
2. How does this contribute to the council's corporate priorities?	This proposal ensures that access to frontline library services is maintained.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The proposal aims to deliver efficiencies in the Library & Heritage Service budget to support the Council in achieving a balanced budget as part of the Medium Term Financial Strategy. The proposal will benefit library customers, stakeholders and partners as it maintains the current library network and opening hour offer during difficult economic times.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The security guard contract, which is proposed to be reduced as part of this proposal, is a corporate contract led by the Facilities Management team. The responsibility of determining the use of security guards in libraries lies with the Library & Heritage Service.

## 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 Library & Heritage Service has looked at best practice in the library sector both in the UK and further afield and has visited libraries that use the enhanced self-service technology proposed to ascertain how it works and the experience of customers. Experience of similar redevelopments internally means that figures can be accurately projected for increased income.

Other information that has been used includes customer usage data including visitor figures, active usage, ICT usage, stock borrowing and self-service usage. The data has been analysed by protected characteristic groups where data is collected. This data will be used to determine the 'quieter times' where self-service technology could be used.

For income generation financial costings have been based on the successful redevelopment of Colliers Wood Library and the increased income that site has brought in.

There is a working model in the UK of self-service technology that is used by over 100 public libraries called 'Open +'. This solution enables customers to be able to access their library by using their library cards via a door access point. The site is monitored by external CCTV cameras and is becoming more commonly used across public libraries. Other models are also being developed and technological enhancements continue and the Library & Heritage Service will work with all stakeholder groups to identify the best solution for residents.

The analysis has so far demonstrated that the self-service model is likely to have a potential negative impact on all protected characteristic groups and particularly amongst children and young people. In the majority of cases the current technology such as 'Open +' has an age limit on people who can attend the library during unstaffed hours and this is normally set at between 16 and 18 years of age. Further analysis of the impact will be undertaken before the proposal is implemented including developing robust processes and procedures.

No negative impact has been identified within the income generation element of the proposal provided that the library is developed on time so that the saving can be realised.

## 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		✓	✓		All protected and non protected characteristics will be impacted by this proposal as the use of new self-service technology means that there will be times at branch libraries where there will be no staff support. Times where there will be no staffing presence are proposed to be at quieter times for the libraries and will be adapted for each library. Children young people are likely to be more adversely affected as depending upon the model chosen the majority of self-service options could restrict the usage of libraries during these times for children and young people.
Disability		✓	✓		All sites are fully DDA compliant and any building adaptations will continue to ensure compliance but staff support will not be available during self-service times.
Gender Reassignment		✓	✓		
Marriage and Civil Partnership		✓	✓		
Pregnancy and Maternity		✓	✓		
Race		✓	✓		
Religion/ belief		✓	✓		
Sex (Gender)		✓	✓		
Sexual orientation		✓	✓		
Socio-economic status		✓	✓		

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

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

Negative impact/gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/team plan?
Further analysis of model of self-service proposed.	Further market engagement regarding potential solutions and learning from best practice across the country.	Solution procured and implemented which maintains performance targets for visitor figures and has only a minimal impact on customer satisfaction.	April 2022	Existing	Daniel Clark	Yes
Further analysis of protected characteristics impacted by the proposals.	Further analysis of protected characteristics and their usage trends. Develop proposals, including user engagement, around self-service opening hours.	Actions identified to mitigate impact on proposals. Minimal impact on customer satisfaction.	April 2022	Existing	Anthony Hopkins	Yes
Awareness of new delivery model.	Draw up a marketing and communications plan to ensure that the proposals are widely communicated to residents.	New delivery plan understood by customers. Minimal impact on usage and customer satisfaction.	April 2022	Existing	Communications Team	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 4: Conclusion of the Equality Analysis**

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

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

<b>Assessment completed by</b>	<a href="#">Anthony Hopkins / Head of Library, Heritage &amp; Adult Education Service</a>	<b>Signature:</b> Anthony Hopkins	<b>Date:</b> 30 October 2019
<b>Improvement action plan signed off by Director/ Head of Service</b>	<a href="#">Hannah Doody, Director of Community &amp; Housing</a>	<b>Signature:</b> HD	<b>Date:</b> 5/12/19

# Equality Analysis

What are the proposals being assessed?	CH98 To review all aspects of Community Transport in Merton
Which Department/ Division has the responsibility for this?	Community and Housing

<b>Stage 1: Overview</b>	
Name and job title of lead officer	Andy Ottaway-Searle, Head of Direct Provision
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 Page 272 e)c)	<p>It has been agreed to commission an independent external review of Community Transport in Merton. The review will begin in October 2019 and involve each department in the Council.</p> <p>Our aim in Adult Social Care is to ensure that the budget allocated for transport and assisted travel is used as efficiently as possible. We know that with less resource available there is a need to ensure that the maximum amount of our budget is spent on actually providing care and support rather than ancillary services, of which the largest is transport. We are also aware that as services change over the next few years as we revise our L D offer and seek to work in a more person centred way that we will require a service which is flexible enough to support this.</p> <p>One aim of increasing community engagement for people with a disability is to increase the support provided to train people to travel independently. However, we understand that there will always be a need for people to receive specialist transport in order to access certain activities necessary for their wellbeing. Eligibility for and access to travel support will continue to be based on assessments carried out based on a person's individual needs and using criteria outlined in an updated Travel policy.</p> <p>We will continue to work towards a situation where all partners and stakeholders agree on the most sustainable model going forward.</p>
2. How does this contribute to the council's corporate priorities?	<p>The Adult Social Care Plan and Target Operating Model contribute to the Council's overall priorities and will ensure that the savings targets are achieved in line with the Corporate Business Plan and the Medium Term Financial Strategy. It is also in line with the July principles, adopted in 2011 by councillors, which sets out guiding strategic priorities and principles, where the order of priority services should be to continue to provide everything which is statutory and maintain services, within limits, to the vulnerable and elderly. It is part of a wider review of the Learning Disability offer as set out in the refreshed TOM, and a work stream of the Strategy, Improvement and Delivery Board.</p> <p>Adult Social Care is continually seeking to enable customers to become more independent and supporting people to travel on their own or with support is really empowering, and can also improve their health and wellbeing. All assessments of customers will focus on working with people to identify their strengths and support needs, identifying areas where tailored support can increase their community presence.</p> <p>Merton is also working towards implementing a range of policies which will improve air quality in the</p>

	<p>borough and contribute to reacting to the Climate Emergency declared by Merton Council. Using vehicles involved in passenger transport more efficiently will make a significant contribution to this. The Merton Plan contains commitments to ensure that residents are supported to live a more active lifestyle.</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>Service users and their families, potentially staff in Environment and Regeneration and Direct Provision, and colleagues in Voluntary sector organisations. We are mindful also of how operations in Children's Schools and Families would be impacted by major changes to arrangements in ASC, and will work closely with them.</p> <p>People who use services and their families, staff and other partners will all be included in the review of transport. Following the review, we will consult directly with those involved on any specific named changes. It is not our intention to prevent individuals from attending agreed activities in the community, but we may end up using different methods to achieve this. For example, an older person might have a lift from a volunteer to get to their lunch club rather than be collected by a Council minibus, or a person with a learning disability might link up with a 'travel buddy' to attend a community activity. We are aware that changes to people's daily lives can be upsetting and will ensure that people are supported through any subsequent changes.</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>As stated, all Council departments will be involved, and the review will be led by E&amp;R, who have commissioned independent experts to carry out the process. When the review is complete a Corporate decision will be taken with regards to implementing the proposals throughout the Council.</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).

Community transport is currently provided to people with disabilities and older people in Merton. Specialist transport is also provided to children and young people with disabilities and special educational needs, and those might be affected if significant changes were proposed for Adult Services. These groups and their families, as well as staff involved in providing transport would be most affected by any proposed changes. Engagement will take place throughout the review and as and when specific proposals are made, consultation will take place with those directly affected.

## 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		We are seeking to ensure that transport arrangements are the most suitable, cost effective and sustainable which should be of benefit to all service users. However, some individuals might have changed arrangements, and we know that discussing changes to daily arrangements causes concern and worry to people. They will be supported through this and through any subsequent changed arrangements. We feel that there is sufficient time to implement changes in a well-managed way.
Disability	x		x		As above.
Gender Reassignment				x	
Marriage and Civil Partnership				x	
Pregnancy and Maternity				x	
Race				x	
Religion/ belief				x	



<b>Sex (Gender)</b>				X	
<b>Sexual orientation</b>				X	
<b>Socio-economic status</b>				X	

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

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

<b>Negative impact/ gap in information identified in the Equality Analysis</b>	<b>Action required to mitigate</b>	<b>How will you know this is achieved? e.g. performance measure/ target)</b>	<b>By when</b>	<b>Existing or additional resources?</b>	<b>Lead Officer</b>	<b>Action added to divisional/ team plan?</b>
Service users and families can be upset and anxious when changes to their daily arrangements are suggested. Page 275	Consultation to be carried out on specific proposals in plenty of time and by staff or agencies who are familiar to the people concerned. We are not proposing measures which will prevent people attending activities, but may suggest alternative means of travel.	By implementing any changes successfully with no changes to the individual's activities.	The review will begin in October 2019 and proposals worked through from late 2020/21	External consultant/ group	Andy Ottawa y-Searle	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 4: Conclusion of the Equality Analysis**

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

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

**OUTCOME 1**

**OUTCOME 2**

**OUTCOME 3**

**OUTCOME 4**

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

Assessment completed by	<a href="#">Andy Ottaway-Searle, Head of Direct Provision</a>	Signature: AOS	Date: 5/12/19
Improvement action plan signed off by Director/ Head of Service	<a href="#">Hannah Doody, Director of C&amp;H</a>	Signature: HD	Date: 5/12/19

# Equality Analysis

What are the proposals being assessed?	CH99 –Promoting Independence £500k
Which Department/ Division has the responsibility for this?	Community and Housing, Adult Social Care

<b>Stage 1: Overview</b>	
Name and job title of lead officer	John Morgan, Assistant Director Adult Social Care
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 aim of this proposal is to continue to support people to remain independent and well, enabling them to remain in their own homes, close to their friends, families, support networks and local communities. This proposal will be achieved by a number of initiatives that help people maintain their wellbeing, to access early help and to recover when they become unwell or temporarily lose independence. There is an ongoing focus on supporting people to achieve their desired outcome to stay in their own homes and to reduce dependency on residential care.</p> <p>The work includes:</p> <ul style="list-style-type: none"> <li>- Increased access to home care re-ablement for eligible residents on discharge from hospital;</li> <li>- Increased access to re-ablement for eligible residents in the community;</li> <li>- Better co-ordination with our community health provider including a combined health and social care offer.</li> <li>- improving assessment practice and support planning,</li> <li>- working with the voluntary sector to provide earlier interventions</li> <li>- maximising the benefit of the ASC grants programme</li> </ul> <p>This is a continuation of work that has been undertaken over the last two years.</p>
2. How does this contribute to the council's corporate priorities?	The Adult Social Care Service plan and TOM contribute to the council's priorities and will ensure that the savings targets are achieved in line with the corporate Business Plan.
3. Who will be affected by this proposal?.	Service users
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Partnership working with health, the voluntary sector and social care providers

## 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).

Over the last two years, the work described above combined with effective management of the market has seen costs contained. This saving represents a reduced impact than that experienced in the last two years to reflect other pressures that will increase demand.

On an operational level the evidence considered has been to:

- looked at local information about trends, needs and best practice;
- reviewed national benchmarking information about our performance (Adult Social Care Outcomes Framework (ASCOF) and Personal Social Services Expenditure and Unit Costs) compared to other councils;
- considered the impact of pressures such as new legislation, demographic growth and Public Health Needs Assessments;
- reviewed and monitored contracted services to check if fit for purpose as well as negotiate rates to ensure value for money
- redesigned or re-modelled the way we commission services to achieve better outcomes for customers in the most cost effective way.

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## 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 Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
Age	✓		✓		The aim is to support people to maintain their independence, which supports people to live their lives in the way that is best for them and therefore supports and respects the diversity of people's lives and needs. The proposals might mean, however, that people's needs are met differently to the way that they are used to or expect, and they might be
Disability	✓		✓		
Gender Reassignment	✓			✓	
Marriage and Civil Partnership	✓			✓	

<b>Pregnancy and Maternity</b>	✓		✓		challenged to depend less on support. Some people may find this change difficult.
<b>Race</b>	✓		✓		
<b>Religion/ belief</b>	✓			✓	
<b>Sex (Gender)</b>	✓			✓	
<b>Sexual orientation</b>	✓			✓	
<b>Socio-economic status</b>	✓		✓		

## 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?
Needs might be met differently than the past or as expected	Ensuring that assessments and support plans are effective and adequate through supervision and Outcome Forum scrutiny. Investment in the voluntary sector	Activity levels are monitored monthly and trends considered.	March 2021	existing	John Morgan	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.

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### Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

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

Assessment completed by	<a href="#">Richard Ellis, Head of Strategy &amp; Partnerships</a>	Signature: RE	Date: 14/11/19
Improvement action plan signed off by Director/ Head of Service	<a href="#">John Morgan, Assistant Director Adult Social Care</a>	Signature:	Date:

# 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?	In line with the annual review process growth is required to maintain the core service provision in waste collection and street cleansing. This takes into account additional property growth and other contractual matters. Following the annual review process schedule 10 of the contract is revised and the core financial cost updated. This equates to £740k per annum for Merton. (ENV1920 – G1)
Which Department/ Division has the responsibility for this?	E&R – Public Space

Stage 1: Overview	
Name and job title of lead officer	John Bosley (AD Public Space)
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)	<a href="#">What are you proposing and what are they designed to deliver?</a> As part of the annual review process it is recommended that we agree a growth bid in order to maintain the current service provision for waste collection and street cleansing service. This is to take into account increases in Household growth and ‘assisted collections’ In addition to this the growth bid recognizes changes in the recycling market.
2. How does this contribute to the council's corporate priorities?	To maintain and improve resident’s satisfaction with the waste collection and street cleansing service and to address the fact that litter is the number one priority for our residents.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Residents will continue to receive the same frequency of service
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The growth bid is a joint requirement with our South London Waste Partnership Boroughs.  The contract is held by LB Croydon and managed on our behalf by SLWP.  For avoidance of doubt Merton has overall accountability and responsibility for all service

Page 2 of 2

delivered and implemented within the borough boundary.



**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).

Under this proposal there will be no change in the frequency of service or the number of residents entitled / qualify for the 'Assisted collection' 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		✓		✓	
Disability		✓		✓	
Gender Reassignment		✓		✓	
Marriage and Civil Partnership		✓		✓	
Pregnancy and Maternity		✓		✓	
Race		✓		✓	
Religion/ belief		✓		✓	
Sex (Gender)		✓		✓	
Sexual orientation		✓		✓	
Socio-economic status		✓		✓	

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

1.  
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 Pan**

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

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

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

**Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is 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.

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<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Charles Baker	<b>Signature:</b>	<b>Date:</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>		<b>Signature:</b>	<b>Date:</b>

# 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?	Budget growth to address the increase in fly tipping. (ENV1920 – G2)
Which Department/ Division has the responsibility for this?	E&R – Public Space

Stage 1: Overview	
Name and job title of lead officer	John Bosley (AD Public Space)
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><b>What are you proposing and what are they designed to deliver?</b></p> <p>Merton, in common with the rest of the country, has experienced a significant increase in fly-tipping and abandoned waste. The service has been handling approx. 12,000 incidents across the borough each year. In order to take a proactive approach to fly-tipping the service has implemented a new Fly tipping strategy and agreed action plan for 2020 21.</p>
2. How does this contribute to the Council's corporate priorities?	To maintain and improve resident's satisfaction with the street cleansing service and to address the fact that litter is the number one priority for our residents.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Residents will continue to receive the same frequency of service and access to reporting fly tipping incidents.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	<p>.</p> <p>The contract is held by LB Croydon and managed on our behalf by SLWP.</p> <p>For avoidance of doubt Merton has overall accountability and responsibility for all service delivered and implemented within the borough boundary.</p>

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**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).

Under this proposal there will be no change in the frequency of service and the contractual requirement to remove fly tipping will remain unchanged. Residents and visitors will continue to be able to access all current forms of communication to advise the service of fly tipping incidents.

**Stage 3: Assessing impact and analysis**

**Page 20** **10. 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?

1.  
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 Pan**

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

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

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

**Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is 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.



<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Charles Baker	<b>Signature:</b>	<b>Date:</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>		<b>Signature:</b>	<b>Date:</b>

## SUMMARY OF DEPARTMENTAL GROWTH 2020-24 (excluding DSG Deficit)

LSG 13 January 2020

	2020/21	2021/22	2022/23	2023/24	Total
	£000	£000	£000	£000	£000
<b>New Growth Proposals</b>					
Corporate Services	0	0	0	0	0
Children, Schools and Families	3,847	404	384	390	5,025
Environment and Regeneration	937	0	0	0	937
Community and Housing	0	0	0	0	0
<b>Total</b>	4,784	404	384	390	5,962
<b>Total (cumulative)</b>	4,784	5,188	5,572	5,962	

	2020/21	2021/22	2022/23	2023/24	Total
	£000	£000	£000	£000	£000
<b>Growth Proposals - Cabinet October 2019</b>					
Corporate Services	430	0	0	0	430
Children, Schools and Families	0	0	0	0	0
Environment and Regeneration	0	0	0	0	0
Community and Housing	0	0	0	0	0
<b>Total</b>	430	0	0	0	430
<b>Total (cumulative)</b>	430	430	430	430	

	2020/21	2021/22	2022/23	2023/24	Total
	£000	£000	£000	£000	£000
<b>Total Growth Proposals</b>					
Corporate Services	430	0	0	0	430
Children, Schools and Families	3,847	404	384	390	5,025
Environment and Regeneration	937	0	0	0	937
Community and Housing	0	0	0	0	0
<b>Total</b>	5,214	404	384	390	6,392
<b>Total (cumulative)</b>	5,214	5,618	6,002	6,392	

## Draft

## DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - GROWTH PROPOSALS

Panel	Ref	Description of Growth		2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Type of Growth (see key)
C&YP		<b>Description</b>	<b>ART - placements (fostering, residential, mother and baby and secure); supported housing; no recourse to public funds; UASC placements and former UASC who are now care leavers.</b>	1,556	160	160	160	GP1
		<b>Service Implication</b>	Reflecting the current cost pressures in the budget and anticipating future additional pressures. Overspending on the placements budget year on year. Child in care numbers are remaining stable, thanks to SIB and other initiatives. But extended duties to care leavers and increasing cost pressures in the sector mean that even with stable numbers of looked after children, costs continue to rise. In addition there's an agreed increase in UASC numbers which will also play out in care leaver numbers in due course. Spend on families with no recourse to public funds has reduced for the past three years, but continues to exceed the current budget and depending on Brexit outcome we could see an increased pressure here.					
		<b>Staffing Implications</b>	N/a - relates to commissioned provision.					
		<b>Business Plan implications</b>	The growth will enable the service to meet its statutory duties for sufficiency of provision for looked after children and care leavers.					
		<b>Impact on other departments</b>	N/a.					
		<b>Equalities Implications</b>	Children's social care and youth inclusion supports vulnerable children and young people. Many of them and their families will have one or more protected characteristics. Growth in the placements budget will enable us to support these children and young people in appropriate placements until they leave care.					
		<b>TOM Implications</b>	Consistent with TOM which predicted likely pressures on providing suitable placements. (Growth of £1m in 2017/18 left a residual pressure in the placements budget of £1.7m which the service has worked hard to bring down). Also reflects higher numbers of older looked after children who need more flexible housing arrangements and the impact of NRPF (p41)					

## Draft

## DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - GROWTH PROPOSALS

Panel	Ref	Description of Growth		2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Type of Growth (see key)
C&YP		<b>Description</b>	<b>Community Placement; Education Psychology Staffing; EHCP Taxi Transport Costs; SEND Team additional staffing.</b>	2,291	244	224	230	GP1
		<b>Service Implication</b>	Reflects a) community placement half year cost anticipated for 20/21 after which ASC expecting no additional cost as will be a CHC case. Significant increase in EHCP requests has knock on effect on need for educational psychologists and Case Officers for the SENDIS Team; transport costs also expected to increase in line with % increase in EHCPs.					
		<b>Staffing Implications</b>	Anticipate increase of up to 4 FTE educational psychologists, and up to 8 Case Officer posts in SENDIS Team, with further, smaller increases in establishment expected in future years to match growth in numbers of children with additional needs.					
		<b>Business Plan implications</b>	The growth will enable the service to meet its statutory duties for sufficiency of provision for children entitled to an Education Health and Care Plan.					
		<b>Impact on other departments</b>	N/a.					
		<b>Equalities Implications</b>	The specialist services within Education for children with additional needs are targeted at children and young people with special educational needs and disabilities. This is a protected characteristic. Growth in these budgets will better enable us to support these children and young people appropriately until age 25 when the statutory duty ceases.					
		<b>TOM Implications</b>	With the exception of the community placement, which is a one-off situation, consistent with the TOM which clearly outlines the increasing demand in SEN services, rising faster than the general population, and notes the concomitant demand for SEN transport.					
<b>Total</b>				<b>3,847</b>	<b>404</b>	<b>384</b>	<b>390</b>	

Type of Growth Key

<b>GI1</b>	Income: Decrease due to fall in demand for service
<b>GI2</b>	Income: Decrease due to reduction/deletion of service
<b>GS1</b>	Staffing: increase in level of service
<b>GS2</b>	Staffing: New service
<b>GNS1</b>	Non - Staffing: increase in level of service
<b>GNS2</b>	Non - Staffing: New service
<b>GP1</b>	Addition to Procurement / Third Party arrangements
<b>GPROP</b>	Increase in Property Related costs

Panel

<b>C&amp;YP</b>	Children & Young People
<b>CC</b>	Corporate Capacity
<b>HC&amp;OP</b>	Healthier Communities & Older People
<b>SC</b>	Sustainable Communities

## DEPARTMENT: ENVIRONMENT AND REGENERATION GROWTH - BUDGET PROCESS 2020/21

Panel	Ref	Description of growth		2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Type of Growth (see key)
SC	ENV1920-G1	<b>Service/Section Description</b>	<b>Waste Services</b> Waste, street cleansing, winter maintenance and fleet maintenance services contract (Phase C)	740				GNS1
		<b>Service Implication</b>	In line with the annual review process growth is required to maintain the core service provision in waste collection and street cleansing. This takes into account additional property growth and other contractual matters. Following the annual review process schedule 10 of the contract is revised and the core financial cost updated. This equates to £740k per annum for Merton.					
		<b>Staffing Implications</b>	None					
		<b>Business Plan implications</b>	None					
		<b>Impact on other departments</b>	None					
		<b>Equalities Implications</b>	None					
		<b>TOM Implications</b>	None					
SC	ENV1920-G2	<b>Service/Section Description</b>	<b>Waste Services</b> Waste, street cleansing, winter maintenance and fleet maintenance services contract (Phase C)	197				GNS1
		<b>Service Implication</b>	Merton, in common with the rest of the country, has experienced a significant increase in fly-tipping and abandoned waste. The service has been handling approximately 12,000 incidents across the borough each year. In order to take a proactive approach to fly tipping the service has implemented a new fly-tipping strategy and agreed action plan for 2020/21. The associated cost to address the increase in fly tipping is £197k.					
		<b>Staffing Implications</b>	None					
		<b>Business Plan implications</b>	None					
		<b>Impact on other departments</b>	None					
		<b>Equalities Implications</b>	None					
		<b>TOM Implications</b>	None					
<b>Total</b>				<b>937</b>	<b>0</b>	<b>0</b>	<b>0</b>	

**Type of Growth Key**

<b>GI1</b>	Income: Decrease due to fall in demand for service
<b>GI2</b>	Income: Decrease due to reduction/deletion of service
<b>GS1</b>	Staffing: increase in level of service
<b>GS2</b>	Staffing: New service
<b>GNS1</b>	Non - Staffing: increase in level of service
<b>GNS2</b>	Non - Staffing: New service
<b>GP1</b>	Addition to Procurement / Third Party arrangements
<b>GPROP</b>	Increase in Property Related costs

**Panel**

<b>C&amp;YP</b>	Children & Young People
<b>CC</b>	Corporate Capacity
<b>HC&amp;OP</b>	Healthier Communities & Older People
<b>SC</b>	Sustainable Communities

## Childrens, Schools and Families

### Growth Proposals 2020-24: Supplementary information

#### 1. BACKGROUND

- 1.1 This appendix outlines the rationale for proposing growth items to support the Children, Schools and Families budget for 2020/21 and beyond. It should be read in conjunction with the two appendices: CSF Growth Calculation Workings (provided by CSF Finance) and DMT Growth Bid (provided by the Director).

#### 2. DETAILS

- 2.1 This proposal for funding growth for the Children, Schools and Families directorate has two core components, growth items for the children's social care division and growth items for the education division. These two components are further subdivided into specific items, detailed below, and comprise funding pressures amounting to **£3.847m**.
- 2.2 In addition to the proposal for funding growth, CSF has worked to identify areas for which the current budget is over-generous, and where funds to the value of **£975k** could be repurposed to offset some of this growth. Furthermore, **£500k** growth has previously been agreed for CSF for 2020/21.
- 2.3 This leaves the outstanding, unfunded growth proposals amounting to **£2.372m**.
- 2.4 The proposed budget for Children's Social Care and Youth Inclusion for 2020/21 includes £815k savings covering a range of service areas, including where these may reduce the numbers of children and young people coming into our care, or reduce the costs of placements for the children we support. This has been taken into consideration in calculating the growth pressures. There are also cross-cutting savings arising from the Early Help redesign, which should provide for a more streamlined, effective and easily accessible service. However, we will continue to monitor the impact of this redesign across wider children's services functions to assess whether it increases demand pressure in any part of the service.
- 2.5 The **Children's Social Care and Youth Inclusion** growth items cover placements (including those for unaccompanied asylum-seeking children, supported housing, people with no recourse to public funds, support for former UASC care leavers).
- 2.6 The need for additional funds to cover these areas reflects the current cost pressures against the budget (i.e. these are areas which consistently overspend, despite rigorous efforts to bring costs down) and anticipated future pressures as follows:
- 2.6.1 Placements: children in care numbers are remaining stable (and are low compared with national and London averages), and Merton has low use of high cost residential placements. However, this budget is chronically overspent. The growth proposal, **£604k** in 2020/21 assumes that cost pressures will continue broadly as in the current year.
- 2.6.2 Supported housing: although children in care numbers are remaining stable, extended duties to care leavers (to age 25) and increasing cost pressures in this sector mean that even with stable numbers of looked after children costs

- continue to rise. Proposals to find lower cost housing alternatives for care leavers have been brought forward to make £400k savings in this area. Allowing for the success of this, the growth requirement will be **£92k** in 2020/21.
- 2.6.3 No recourse to public funds: The budget for this work, which is a statutory requirement, has been held at £21k for several years. However, the costs in this area have always significantly outstripped the budget. From a peak of c. £600k overspend, the service has worked steadily to manage these costs downwards. The current level of spend appears to be the lowest level possible consistent with meeting our duties to these families. We have therefore set the growth proposal at **£150k** in 2020/21. Depending on the outcome of Brexit we could see an increase pressure here in future years, but this has not been factored into this growth proposal as it remains the subject of significant uncertainty.
- 2.6.4 UASC placements and former UASC care leavers: Central government provides funding to cover some of the cost of meeting our statutory duties to unaccompanied asylum-seeking children and former UASC care leavers. However, the funding for UASC does not cover the full cost for these young people, and there is very significant underfunding for former UASC care leavers, especially in the context of our extended duties towards them. In addition, this council, in collaboration with all London Labour Councils has agreed to increase the number of UASC that we will accept into care. This has a knock-on effect on our numbers of former UASC care leavers. The growth proposal of **£710k** in 2020/21 therefore envisages expansion over the coming years because of the agreed increase in UASC numbers to 0.08% of Merton's child population and the care leaver duty applying to age 25 (which will continue to cause our care leaver numbers to expand until 2023/24).
- 2.7 Total value of the growth proposals in Children's Social Care and Youth Inclusion is therefore **£1.556m** for 2020/21, and a further £160k in each of the following 3 years. These growth proposals will enable the service to continue to meet its statutory duties to looked after children and to care leavers.
- 2.8 The proposed budget for Education for 2020/21 includes £489k savings covering a range of service areas, including those which should reduce the cost of Travel Assistance to children and young people with SEND. This has been taken into consideration in calculating the growth pressures. There are also cross-cutting savings arising from the Early Help redesign, which should provide for a more streamlined, effective and easily accessible service. However, we will continue to monitor the impact of this redesign across wider children's services functions to assess whether it increases demand pressure in any part of the service.
- 2.9 The **Education** items cover a single, high-cost community placement, plus education psychology and SENDIS Team staffing, and transport costs for children with an Education, Health and Care Plan.
- 2.10 The need for additional funds to cover these areas reflects current cost pressures against the budget (for the community placement and EHCP transport costs), and also the significant pressures in the Educational Psychology and SENDIS Teams in responding to the sharp increase in the number of children with an EHCP. Although the teams have continued to try to manage within existing resources, it's clear that caseloads running into the hundreds are not sustainable for the workers involved. It is also likely that by

increasing capacity in these teams, we will be better able to manage some of the other demand pressures in the area of SEND.

- 2.11 Community Placement: There is no budget at all for complex community placements as young people requiring this kind of support are so rare. However, Merton has one young person, the cost of whose placement has consistently run into hundreds of thousands. Thanks to ongoing negotiation on these costs with the CCG, the Merton share of these costs is now confirmed to be <£400k. The growth proposal makes sure that there is a budget to cover the remaining part year of these costs in 20/21, after which the young person becomes an adult, and all health and social care costs will then be covered by continuing healthcare funding. The growth required is therefore **£200k** for one year only.
- 2.12 Educational Psychologists and SENDIS Officers: The significant increase in ECHP requests has a knock on effect on the need for Educational Psychologists (who assess children's additional educational needs) and for Case Officers in the SENDIS Team who process applications for Education Health and Care Plans and the annual reviews of established EHCPs, and for related posts/roles in the service that ensure this work is progressed appropriately.
- 2.13 The Educational Psychology service has 3,234 open cases of children and young people aged 0-25. The current staffing of 15 FTE equates to caseloads of 215 per FTE Educational Psychologist. The growth proposals assume an increase of up to 4 educational psychologists over the next 2 years, with 2+ being deployed in 2020/21 at an anticipated cost of up **£195k** in 2020/21, pending a comprehensive review of the service to balance the statutory and 'buy back' work that staff are engaged in, and a further 1 educational psychologist in 21/22, in the light of projected ongoing increases in the number of children needing an EHCP.
- 2.14 For the SENDIS Team Case Officers, who are currently holding impossibly high caseloads of up to 300 (avg per officer = 236), to the detriment of their own wellbeing as well as to the quality and timeliness of the EHCPs, the proposal anticipates an increase of at least 6 Case Officers in 20/21, which will enable a reduction in caseloads towards the recommended 100-120 per Case Officer (avg 129), plus related roles of 1 x Quality and Compliance Officer and 2x Assessment Planning and Review Officers at a cost of **£400k**, with a further 2 Case Officers in 21/22 and an additional Case Officer in 22/23 and 23/24 to keep pace with demand of both new EHCPs and annual reviews. The service will deploy postholders / roles flexibly to enable it to address those parts of the system which have the greatest bottlenecks or backlogs.
- 2.15 SEND Transport Costs: This proposal reflects the ongoing pressure in the home to school transport budget, which has consistently overspent, year after year, despite the service constantly looking for the most cost-effective transport options for new routes etc. The service has also had £500k growth in 2018/19, but this has not been sufficient to offset the ongoing increases in the number of children eligible for their transport costs to be covered by the local authority. Although the numbers change constantly, at the time of writing there are currently 622 young people provided with SEN Travel Assistance, of which the majority (356) are transported by taxi. The growth proposal to full cover the cost increase and balance this budget in the first year is **£1.496m**, with further, smaller additional sums in future years. This assumes that costs will rise in line



with the % increase in EHCPs because – although not all EHCPs require transport costs, the proportion of EHCPs that do require transport costs is not thought likely to shrink in the coming years until more in-borough provision comes on stream.

- 2.16 The total value of the growth proposals in **Education** is therefore £2.291m for 2020/21, a further £244k in 2021/22, £224k in 2022/23 and £230k in 2022/23. These growth proposals will enable the service to continue to meet its statutory duties for sufficiency of provision for children entitled to an Education Health and Care Plan.

### 3. ALTERNATIVE OPTIONS

- 3.1 The Children, Schools and Families directorate continues to take management action to reduce overspends wherever possible, and to develop and improve practice in order to reduce demand and other pressures on the service. In several of the areas for which growth proposals are outlined above, this has led to year on year reductions in the unit cost, or total cost of the services provided. There are also savings proposals for 20/21 related to some of these areas. However, the continuing overspend of the allocated budgets, in some cases, or the chronic lack of capacity in other areas strongly indicates that only additional funding will bring these budgets back into balance, given the extent of the demand for these statutory services.
- 3.2 In addition to the growth proposals outlined above, the Children, Schools and Families Directorate intends to convert a set of agency social work posts - funded through previous budget growth – into permanent established posts. The growth has been fully incorporated into the service budget but the fact that there hasn't been a corresponding increase to the social worker establishment means that these posts can't be recruited to permanently, and as a consequence higher cost agency staff are being deployed on long term assignments. This is not cost effective. The conversion of these agency posts to permanent does not require any additional growth, and may well - in due course – lead to savings if we are successful in recruiting permanent staff to these vacancies. However, this will not obviate the need for growth in the other areas outlined above.
- 3.3 Offsetting Growth Proposals: The service has identified budgets that are considered likely to underspend in 2020/21 and proposes that these budgets are reduced by the following amounts in the following areas:
- Revenue costs of capital projects -£200k
  - Legal hard charging -£75k
  - PFI Unitary charges -£400k
  - Pension and redundancy costs -£300k
- 3.4 If these budgets are reduced by these amounts in 2020/21, the growth proposals could be offset by £975k.

### 4. TIMETABLE

- 4.1 For the majority of the areas covered by these growth proposals, the services will continue to operate as before, with rigorous budget management practices applied. However, in the Educational Psychology and SENDIS Teams, as soon

as the growth proposals are agreed, the services would go out to recruitment on the positions to be added to the establishment, in order to secure the new post holders as early in the new business year as possible.

## **5. FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS**

- 5.1 If agreed, the gross value of these growth proposals is £3.847m in 20/21, £404k in 2021/22, £384k in 2022/23 and £390k in 23/24. The net value of the proposals, allowing for a £975k offset from current underspending budget areas in the first year, and for £500k growth already agreed for (2020/21) would be £2.372m in 2020/21, £404k in 2021/22, £384k in 2022/23 and £390k in 23/24.

## **6. LEGAL AND STATUTORY IMPLICATIONS**

- 6.1 The growth proposals are focused on those areas of work for which the Children, Schools and Families directorate has statutory responsibilities and will assist in ensuring that the directorate is meeting its statutory duties and continues to do so. Where savings have been made to non-statutory functions (e.g. Early Help) the directorate will continue to monitor whether these changes are leading to demand pressure in the statutory services.

## **ANNEX - CSF GROWTH CALCULATION WORKINGS**

Three Year budget forecast  
Optimistic case

	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	NOTES
<b>MTFS Budget original (excl overheads)</b>	<b>55,709</b>	<b>56,237</b>	<b>57,057</b>	<b>57,655</b>	<b>57,655</b>	
<b>In-year adjustments</b>	<b>516</b>	<b>-79</b>	<b>-79</b>	<b>-79</b>	<b>-79</b>	Reserve adjustments are reversed in 2020/21, permanent virements continue in future years
<b>MTFS Budget</b>	<b>56,225</b>	<b>56,158</b>	<b>56,978</b>	<b>57,576</b>	<b>57,576</b>	
<b>Outturn bfwd (net)</b>	<b>58,040</b>	<b>57,806</b>	<b>57,739</b>	<b>58,560</b>	<b>59,157</b>	<b>19/20 as at P6, the expenditure for each subsequent year assumes no additional growth at this stage</b>
DSG contribution to overheads	-233					Assume that DSG will continue to fund overheads at current level
PFI adjustments included in future year budgets		448	240	17		Adjustments required as per the PFI affordability schedule
Remove one-off reserve adjustments in 2019/20		-596				Reserve funding are not included in the baselines. They are only included for one year and therefore removed for future years
Growth agreed in previous years		500				Assume growth agreed in previous years will continue and is therefore removed from additional growth required, see below
Savings agreed in previous years		-1,000				Assume all future year savings are deliverable
Non-staffing inflation		581	581	581		Non staffing inflation cost as agreed per corporate process and already built into MTFS, therefore figures below are increased for caseload increases only but not for inflation again
<b>Forecast outturn (net)</b>	<b>57,806</b>	<b>57,739</b>	<b>58,560</b>	<b>59,157</b>	<b>59,157</b>	
<b>Forecast in-year over spend as at Sep 19</b>	<b>1,581</b>	<b>1,581</b>	<b>1,581</b>	<b>1,581</b>	<b>1,581</b>	
SEN Team additional staffing		400	500	550	550	Due to the increase in caseloads, significant DSG cost pressures and action required by the SEN inspection, an investment in the SEN resources is crucial to support this service.
Non-recurring underspends		548	548	548	548	Some of the underspends in the current financial year are unsure for future years, some are unsustainable, and some has been given up as savings towards the CSF savings target
Community placement reduction expected		-185	-385	-385	-385	This placement is included in the current year overspend, but is expected to reduce next year due to the age of the child and then stop in 2021/22 as adults do not pick up continuing health care costs. Any education cost will continue to be picked up by the DSG.
UASC placements and previous UASC that are now Care Leavers		159	319	479	479	Expect expansion over next 7 years due to increase in agreed numbers to 0.08% plus Care Leaver duty to 25. (£434 average weekly cost x 7 expected increase x52 weeks)
Education Psychology staffing			60	60	60	Assume one more post required in 2021/22 due to numbers of EHCPs continuing to increase.
EHCP Transport cost		370	652	826	826	Assume costs will increase in line with % increase in EHCPs
<b>Forecast future over spend</b>	<b>1,581</b>	<b>2,872</b>	<b>3,275</b>	<b>3,659</b>	<b>3,659</b>	
<b>Growth agreed in previous years</b>		<b>-500</b>	<b>-500</b>	<b>-500</b>	<b>-500</b>	
<b>Cumulative growth required for future years</b>		<b>2,372</b>	<b>2,775</b>	<b>3,159</b>	<b>3,159</b>	
<b>Annual growth required for future years</b>		<b>2,372</b>	<b>403</b>	<b>384</b>	<b>0</b>	

		2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	
<b>Growth detail</b>							
ART- placements (Fostering, residential, mother & baby and secure)	1,000,000	604	604				Assume cost pressures will continue as in current year
ART- supported housing		92	92				Assume cost pressures will continue as in current year as £400k saving in for 2020/21
Community placement		385	200	-200			Community placement half year cost expected for 2020/21 after which ASC expecting no expense as continuing care case
No Recourse to Public Funds	150,000	150	150				Depending on Brexit agreement we could see further pressure here
UASC placements and previous UASC that are now Care Leavers	500,000	551	710	160	160	160	Expect expansion over next 7 years due to increase in agreed numbers to 0.08% plus Care Leaver duty to 25. (£434 average weekly cost x 7 expected increase x52 weeks)
Education Psychology staffing	150,000	195	195	60			Assume one more post required in 2021/22 due to numbers of EHCPs continuing to increase.
EHCP Taxi Transport cost	1,000,000	1,127	1,496	284	174	180	Assume costs will increase in line with % increase in EHCPs, except for 2019/20 where a current 12% taxi cost is forecast compared to a 18% expected increase in EHCPs
SEN Team additional staffing	400,000	-113	400	100	50	50	Assume two more post required in 2021/22 and one more in 2022/23 due to numbers of EHCPs continuing to increase.
<b>Gross growth</b>	<b>3,200,000</b>	<b>2,991</b>	<b>3,847</b>	<b>404</b>	<b>384</b>	<b>390</b>	
<b>Underspends to offset growth</b>							
Revenue Costs of Capital Projects	200,000	-200	-200				
Legal hard charging	50,000	-144	-75				
PFI Unitary Charges	200,000	-459	-400				
Pension & Redundancy Costs	200,000	-368	-300				
Various unsustainable one-off management action		-239					Cannot be delivered in future years as underspends have been put forward as 2020/21 savings
<b>Gross underspends</b>	<b>650,000</b>	<b>-1,410</b>	<b>-975</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Net growth</b>	<b>2,550,000</b>	<b>1,581</b>	<b>2,872</b>	<b>404</b>	<b>384</b>	<b>390</b>	
<b>Cumalitive net growth</b>			<b>2,872</b>	<b>3,275</b>	<b>3,659</b>	<b>4,049</b>	

# **Section E**

## **Service Planning**



## E. SERVICE PLANNING

Our proposed 20 Final Service Plans, and three Final Commissioning Plans for our commissioned services, are set out in the following pages.

The three Commissioning Plans are:

- Merton Adult Education
- Parks and Green Spaces
- Waste Management and Cleansing

Service Plans were developed by service departments during the 2020/24 Business Planning process. The attached Second Draft Service Plans will be considered by Cabinet on 27 J a n u a r y 2020 and incorporated into the Information Pack for scrutiny by the Overview and Scrutiny Commission and Panels during the February 2020 cycle of meetings.

The proposed Final Service Plans being presented here will be considered for approval by Council on 4 March 2020.

The service plan is designed to be a two page document. The first page summarises key resources, drivers, performance and budgets and the second page focuses on the outcomes and benefits of major projects.

Departmental managers were issued with guidance to clarify their understanding of the process and to ensure quality and consistency of submitted plans, and each department reviewed the appropriateness of their service plans during the process. An overview of this guidance is provided below:

### Front Page

- Service description: Concise description of the service's key activities and how they might change over the next four years
- Anticipated demand: Details of the demands on the service
- Anticipated non-financial resources: Details of the key resources used to deliver the service
- Corporate strategies: The key strategies to which the service contributes
- Performance indicators: The key monthly, quarterly, or annual performance indicators for the service including their targets
- Budget information: Full details of previous, current and future years' budget, including future anticipated budgetary changes

### Back page

Details of major projects and/or procurement being undertaken during 2019/20 including:

- Project timeframe
- Project description
- Major expected benefits of the project (consistent with the benefit categories used by the Merton Improvement Board)
- Risk assessment relating to the project's completion

Below are our Service Plans for 2020/24 in departmental order:

### Index of Departmental Service and Commissioning Plans

Children, Schools and Families	Community and Housing	Corporate Services	Environment and Regeneration
Children's Social Care	Adult Social Care	Corporate Governance	Development & Building Control
Education	Housing Needs & Enabling	Customers, Policy and Improvement	Future Merton
	Libraries	Human Resources	Leisure & Cultural Development
	Merton Adult Learning*	Infrastructure & Technology	Parking
	Public Health	Resources	Parks & Green Spaces*
		Shared Legal Services	Property
			Regulatory Services Partnership
			Safer Merton
			Transport
			Waste Management and Cleansing *

*\*Commissioning Plan*



# **Children Schools & Families**

**Children's Social Care & Youth Inclusion**  
**Cllr Kelly Braund: Cabinet Member for Children's Services**  
 Enter a brief description of your main activities and objectives below

Children's Social Care (CSC) delivers a range of government prescribed & legislated functions to children at risk of harm, children in care, care leavers & children under the supervision of youth justice services, as well as wider services for families.

CSC works with children who meet the threshold of statutory intervention. Over the 2018-19 financial year, there were 5,908 contacts, 226 children that were looked after at some point in the year and 399 children subject to a Child Protection plan at some point in the year. There were 274 young adults who met the Care Leavers eligibility criteria (as at 31 Mar 19). There were 36 First-Time Entrants (FTE) to the YJS.

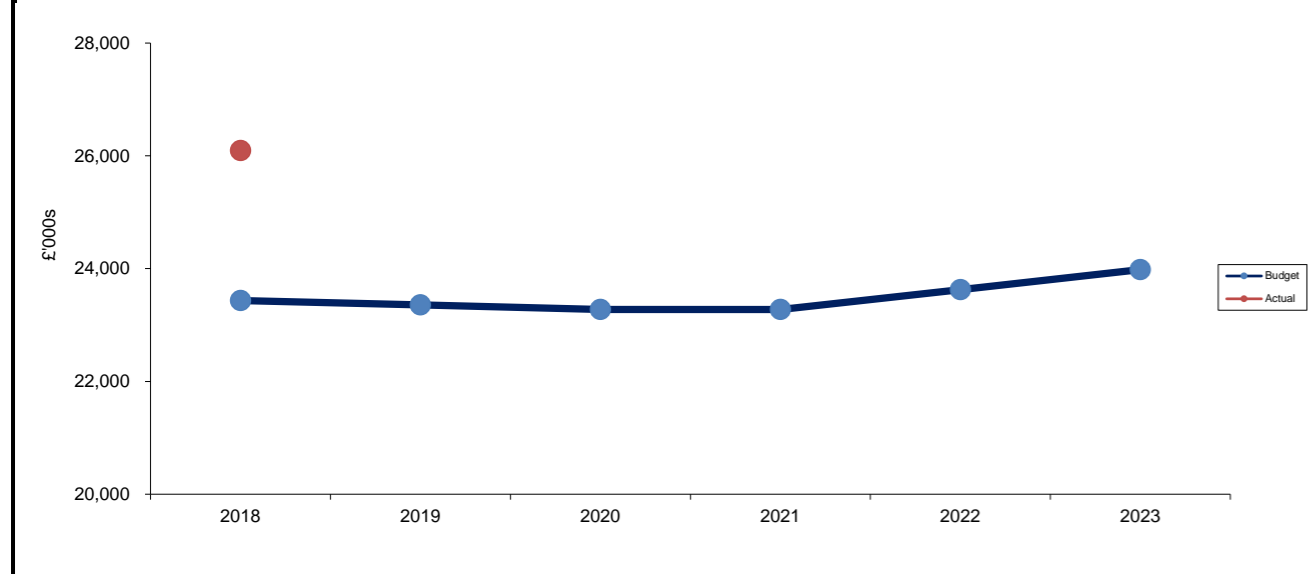
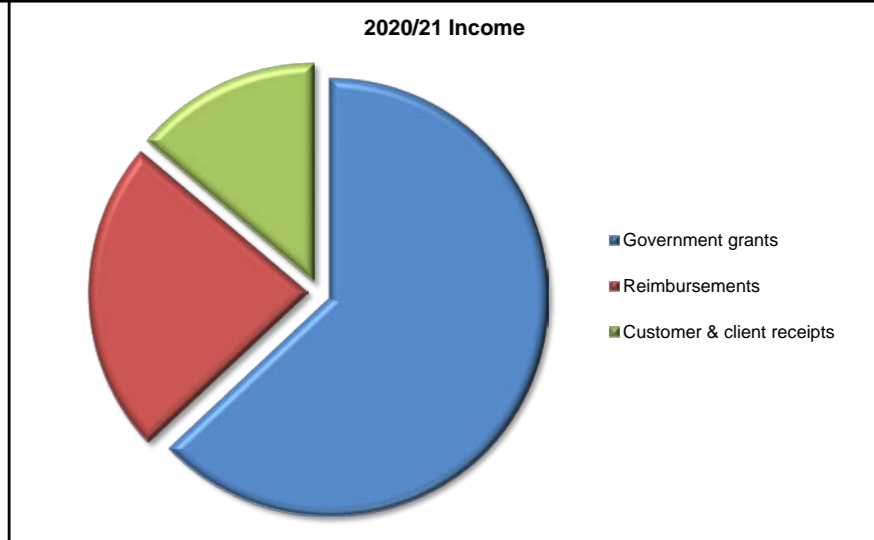
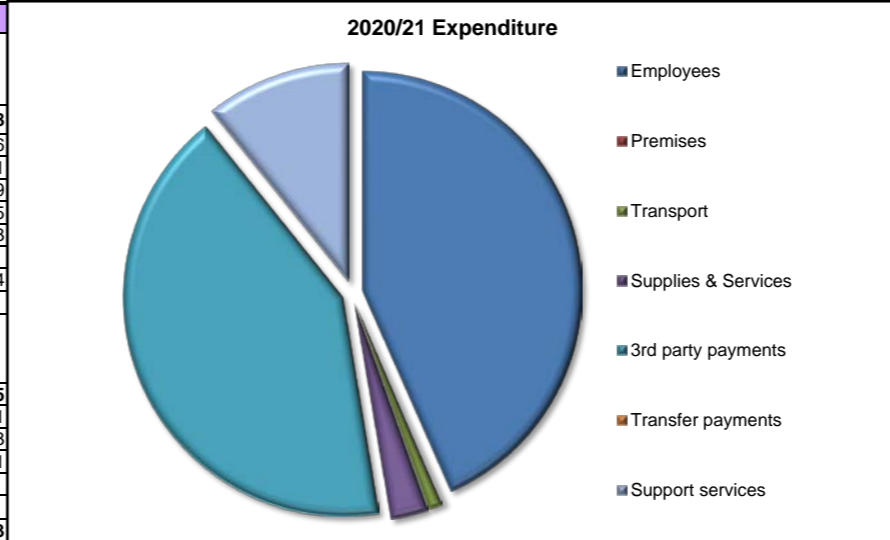
We also interface with Early Help services and wider children's services partners to secure effective step-up and step-down provision as part of a holistic service offer for Merton families.

Merton has lower rates of children subject to child protection plans and looked after than the majority of London Boroughs, as well as lower rates of first time entrants to the criminal justice system. We work with our families to enable them to safely care for their own children and we continuously challenge ourselves to find new ways of ensuring that our responses prioritise early intervention. This allows us to minimise the use of costly high end interventions with our families & promote family strengths to enable them to safely care for their own children.

Our Youth Inclusion Service provides a range of targeted services to support vulnerable young people & their parents. We work with children who are under supervision in the YOT, those who are at risk of contextual threats as well as those children who have left care. The Access to Resources Team covers placements and commissioning for children in our care and those with care experience. Our strategies and annual sufficiency statements drive placement and commissioning decisions and the strategy for recruiting in-house foster carers.

Anticipated demand		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	The Corporate strategies your service contributes to		
Population growth - Care leavers		+1 (129)							Looked After Children & Care Leavers Strategy Children and Young People's Plan	
Population growth - Child Protection Plans		+26 (399)								
Increase in 0-19 population		+600 (52,230)		<b>+500 (2019/20) +400 (20/21)</b>	+400	+300	+300			
UASC - increased numbers as part of the pan-london rota system		+9 (32)		<b>+5 to 37 (2019/20) +1 (2020/21)</b>	+1	+1	+1			
Anticipated non financial resources		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24			
Staff (FTE subject to change as a result of restructures)		220	205	186	186	186	186			
Performance indicator	Actual Performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2018/19(A)	2019/20(T)	2020/21(P)	2021/22(P)	2022/23 (P)	2023/24(P)				
Number of in-house foster carers recruited	18	15	20	20	20	20	High	Quarterly	Outcome	Increased costs
% children who become subject of a Child Protection Plan for a second or a subsequent time	19	12-20%	12-20%	12-20%	12-20%	12-20%	Range	Monthly	Outcome	Safeguarding issues
% of children in care experiencing 3 or more placement moves	7	10	Below pan London benchmark	Below pan London benchmark	Below pan London benchmark	Below pan London benchmark	Benchmark	Monthly	Outcome	Safeguarding issues
Care Leavers who are in ETE (under 21 years old)	48	70	Same as all Merton children	Same as all Merton children	Same as all Merton children	Same as all Merton children	Benchmark	Quarterly	Outcome	Social exclusion
Care Leavers who are in suitable accommodation	77%	91%	95%	95%	95%	95%	High	Quarterly	Outcome	Safeguarding issues
% of single assessments completed within 45 days	N/A	N/A	100%	100%	100%	100%	High	Monthly	Business critical	Safeguarding issues
% fostered children living in in-house provision	N/A	N/A	TBC	TBC	TBC	TBC	High	Monthly	Outcome	Social exclusion
% of children over age of 4 participating in LAC reviews	N/A	N/A	100%	100%	100%	100%	High	Monthly	Outcome	Safeguarding issues
% of children over age of 4 participating in child protection reviews	N/A	N/A	100%	100%	100%	100%	High	Monthly	Outcome	Safeguarding issues
Proportion of children in care living outside the authority	N/A	N/A	Better than London average	Better than London average	Better than London average	Better than London average	Benchmark	Monthly	Outcome	Social Exclusion
% of children re-referred in the last 12 months	N/A	N/A	20-25%	20-25%	20-25%	20-25%	Range	Monthly	Outcome	Social exclusion
Number of offences per young person re-offending	N/A	N/A	Below statistical neighbours	Below statistical neighbours	Below statistical neighbours	Below statistical neighbours	Benchmark	Monthly	Outcome	Social exclusion
Rate of proven re-offending for children in the youth justice system	N/A	N/A	Below statistical neighbours	Below statistical neighbours	Below statistical neighbours	Below statistical neighbours	Benchmark	Monthly	Outcome	Social exclusion

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
<b>Expenditure</b>	<b>24,769</b>	<b>27,573</b>	<b>24,644</b>	<b>894</b>	<b>24,153</b>	<b>24,149</b>	<b>24,503</b>	<b>24,858</b>
Employees	11,605	11,732	11,424	(654)	10,482	10,483	10,485	10,486
Premises	57	61	60	9	60	61	61	61
Transport	230	272	235	20	240	243	246	249
Supplies & Services	659	1,631	681	453	659	668	677	685
3rd party payments	9,682	11,207	9,650	1,066	10,118	10,100	10,440	10,783
Transfer payments	0	6	0					
Support services	2,536	2,664	2,594		2,594	2,594	2,594	2,594
Depreciation	0	0	0		0	0	0	0
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
<b>Income</b>	<b>1,334</b>	<b>1,481</b>	<b>1,289</b>	<b>260</b>	<b>876</b>	<b>874</b>	<b>874</b>	<b>875</b>
Government grants	1,058	855	1,086	285	552	551	551	551
Reimbursements	225	512	203		203	202	202	203
Customer & client receipts	50	113		(25)	121	121	121	121
Reserves								
Capital Funded								
<b>Council Funded Net Budget</b>	<b>23,435</b>	<b>26,092</b>	<b>23,355</b>	<b>1,154</b>	<b>23,277</b>	<b>23,275</b>	<b>23,629</b>	<b>23,983</b>
Capital Budget £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
	0	0	0	0	0	0	0	0



**Summary of major budget etc. changes**

**2020/21**

CSF Business Support Restructure - £200,000  
 Review eligibility criteria and services for most vulnerable clients - £200,000.  
 Review of CSF admin structure - estimate for children social care - £50,000.  
 Establish more cost effective independent living provision - £400,000  
 Review and reshape of shortbreaks provision across CWD, Brightwell, commissioned provision and the in house shortbreak service- £200,000

**2021/22**

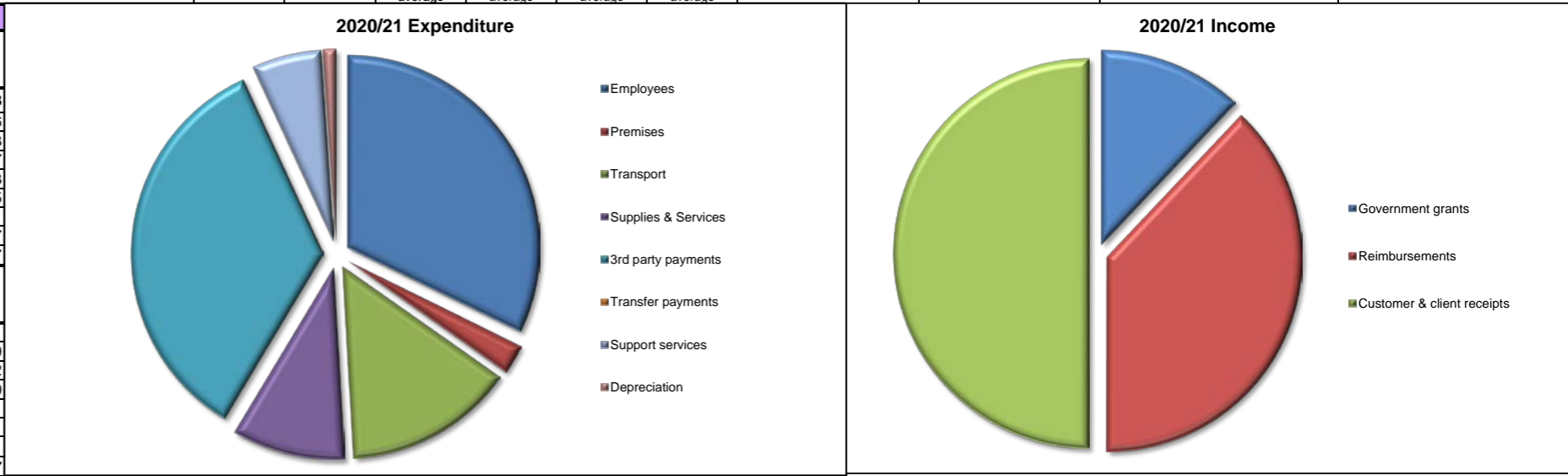
Review and reshape of shortbreaks provision across CWD, Brightwell, commissioned provision and the in house shortbreak service- £200,000  
 Increased use of in-house foster carers - £40,000

**2022/23**

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD								
Children's Social Care & Youth Inclusion								
PROJECT DESCRIPTION				MAJOR PROJECT BENEFIT		Risk		
						Likelihood	Impact	Score
<b>Project 1</b>		<b>Early Help and Family Wellbeing Service Development</b>		Improved effectiveness				
Start date	2019/20	Project Details:	An Early Help review has taken place and as a result implementation and mobilisation of the new Family Wellbeing Service is under way. This will improve our service offer so that children and families can swiftly access the right services at the right time, reducing the need for statutory intervention. A review to support the re-structure will take place in allied teams and services within CSC&YI and the Education Division to support improved ways of working.			4	3	12
End date	2023/24							
<b>Project 2</b>		<b>Contextual Safeguarding</b>		Improved effectiveness				
Start date	2019/20	Project Details:	Contextual safeguarding approaches will be embedded across CSC&YI system and structures building on grant-funded initiatives which will lead to better identification and safety of vulnerable young people and a reduction in serious youth violence.			4	3	12
End date	2023/24							
<b>Project 3</b>		<b>Supporting Technology and Infrastructure</b>		Improved efficiency (savings)				
Start date	2019/20	Project Details:	The practice model will be embedded into IT systems and social workers provided with the tools to enable them to work more smartly and efficiently with clients. Social workers will also receive support to avoid duplication in records. CSF will work with colleagues in IT to address identified challenges in existing case management system.			3	3	9
End date	2020/24							
<b>Project 4</b>		<b>CSC&amp;YI Workforce</b>		Improved staff skills and development				
Start date	2020/21	Project Details:	Review of existing structures continues to better align delivery to need and priorities. Strong focus remains on our recruitment and retention strategy and we continue to develop our Practice Model to support this. We continue the development and delivery of Signs of Safety/Signs of Well Being and this is being embedded across the department. We are supporting/complementing this with a programme to deliver both Systemic Practice and Motivational Interviewing across the department.			4	3	12
End date	2023/24							
<b>Project 5</b>		<b>Innovation work streams</b>		Improved effectiveness				
Start date	2020/21	Project Details:	There are a number of developments that are planned within CSC to improve services and practices including the Mockingbird Programme, Family Networking, emotional well-being in the Looked After Service and reviewing our estate to improve semi-independent accommodation offer.			3	2	6
End date	2023/24							
<b>Project 6</b>		<b>Early Help and Family Wellbeing Model Development</b>		Improved effectiveness				
Start date	2020/21	Project Details:	As part of wider changes to Early Help services and approach, the Safeguarding Children Partnership will review the current wellbeing model (thresholds document) with partners. This will enable statutory and non-statutory partners to identify need earlier, and put in place integrated responses based on a shared understanding of risk and need.			3	2	6
End date	2023/24							
<b>Project 5</b>		<b>Supported Accommodation for Care Experienced Young Adults</b>		Improved effectiveness				
Start date	2020/21	Project Details:	There is a shortage of good quality and cost-effective supported accommodation for care experienced young adults for whom LB Merton has statutory duties. There are opportunities to more effectively commission supported accommodation as well as exploring vacant and privately let domestic buildings in the school estate which might be suitable for re-purposing.			3	2	6
End date	2023/24							

Education		Planning Assumptions					The Corporate strategies your service contributes to			
Cllr Kelly Braund: Cabinet Member for Children's Services		Anticipated demand	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	APPENDIX 6	
Cllr Eleanor Stringer: Cabinet Member for Schools and Adult Education		Early Years population (0-4) (mid year 2017 based BPO medium)	14,829	14,631	14,475	14,451	14,486	14,532	Young People's Plan	
		Primary age Population (5-11)	20,320	30,185	20,077	19,825	19,538	19,317	SEN and Disabilities Strategy/ASD Strategy	
		Secondary age population including post-16 (12-18)	16,762	17,336	17,915	18,462	18,949	19,162	School Expansion Strategy	
		Children & Y/P with EHCP (NB 19/19 is Jan 18 and so on)	1,712	2,017	2,217	2,367	2,467	2,567	LAC and Care Leavers Strategy	
		Expansion for secondary school (total across all schools)	6 foe (cumulative)	8 foe (cumulative)	8 foe				Early Help and Prevention Strategy	
		Increased demand for special school places (total across all schools)	29		60 further SEN				Participation Strategy	
									Safeguarding Board Strategies	
Anticipated non financial resources		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Anti-Bullying Strategy		
Staff (FTE subject to change as a result of restructures)		285	280	272	272	272	272	Health and Wellbeing Strategy		
Performance indicator	Actual performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2018/19(A)	2019/20(T)	2020/21(P)	2021/22(P)	2022/23 (P)	2023/24 (P)				
% of 16-17 year olds Not in Education, Employment or Training (NEET)	1.8	3	To be below London average	To be below London average	To be below London average	To be below London average	Benchmark	Quarterly	Outcome	Social exclusion
% of new EHCP requests completed within 20 weeks	57	65	TBC	TBC	TBC	TBC	High	Quarterly	Outcome	Safeguarding issues
% outcome of Ofsted schools inspections good or outstanding	91	91	TBC	TBC	TBC	TBC	High	Annual	Outcome	Inspection outcomes
Merton pupil average Attainment 8 score	49.7	51	Top 10% of country	Top 10% of country	Top 10% of country	Top 10% of country	Benchmark	Annual	Outcome	Reputational risk
Merton pupil average Progress 8 score	0.44	0.51	Top 10% of country	Top 10% of country	Top 10% of country	Top 10% of country	Benchmark	Annual	Outcome	Reputational risk
% pupils achieving expected standard at KS2 in reading, writing and maths	68	71	Top 10% of country	Top 10% of country	Top 10% of country	Top 10% of country	Benchmark	Annual	Outcome	Inspection outcomes
% of total 0-5 population from areas of deprivation (IDACI 30%) whose families have accessed children's centre services	56	60	TBC	TBC	TBC	TBC	High	Quarterly	Outcome	Social exclusion
Number of children who have been/are excluded (permanent or fixed term) and have an EHCP	N/A	N/A	Better than London average	Better than London average	Better than London average	Better than London average	Benchmark	Quarterly	Outcome	Social exclusion
Number of children who have been/are excluded (permanent or fixed term) and are in care	N/A	N/A	Better than London average	Better than London average	Better than London average	Better than London average	Benchmark	Quarterly	Outcome	Social exclusion
Number of children who have been/are excluded (permanent or fixed term) and have an EHCP and are also in care	N/A	N/A	Better than London average	Better than London average	Better than London average	Better than London average	Benchmark	Quarterly	Outcome	Social exclusion

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
<b>Expenditure</b>	<b>38,572</b>	<b>43,815</b>	<b>38,273</b>	<b>11,208</b>	<b>38,591</b>	<b>39,029</b>	<b>39,356</b>	<b>39,688</b>
Employees	12,707	12,006	12,619	(691)	12,442	12,450	12,457	12,466
Premises	1,146	769	1,094	(50)	968	980	992	1,003
Transport	4,266	5,278	4,620	1,049	5,534	6,004	6,264	6,527
Supplies & Services	4,179	4,880	3,617	1,366	3,667	3,705	3,744	3,783
3rd party payments	13,609	18,005	13,629	9,534	13,336	13,246	13,255	13,265
Transfer payments	0	1	0		0	0	0	0
Support services	2,228	2,439	2,237		2,237	2,237	2,237	2,237
Depreciation	437	437	457		407	407	407	407
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
<b>Income</b>	<b>5,874</b>	<b>6,037</b>	<b>5,507</b>	<b>28</b>	<b>5,560</b>	<b>5,561</b>	<b>5,561</b>	<b>5,561</b>
Government grants	707	895	604	(363)	669	669	669	669
Reimbursements	2,335	2,625	2,169	(300)	2,112	2,112	2,112	2,112
Customer & client receipts	2,831	2,516	2,734	691	2,779	2,780	2,780	2,780
Interest								
Reserves								
Capital Funded								
<b>Council Funded Net Budget</b>	<b>32,698</b>	<b>37,779</b>	<b>32,766</b>	<b>11,236</b>	<b>33,031</b>	<b>33,468</b>	<b>33,795</b>	<b>34,127</b>

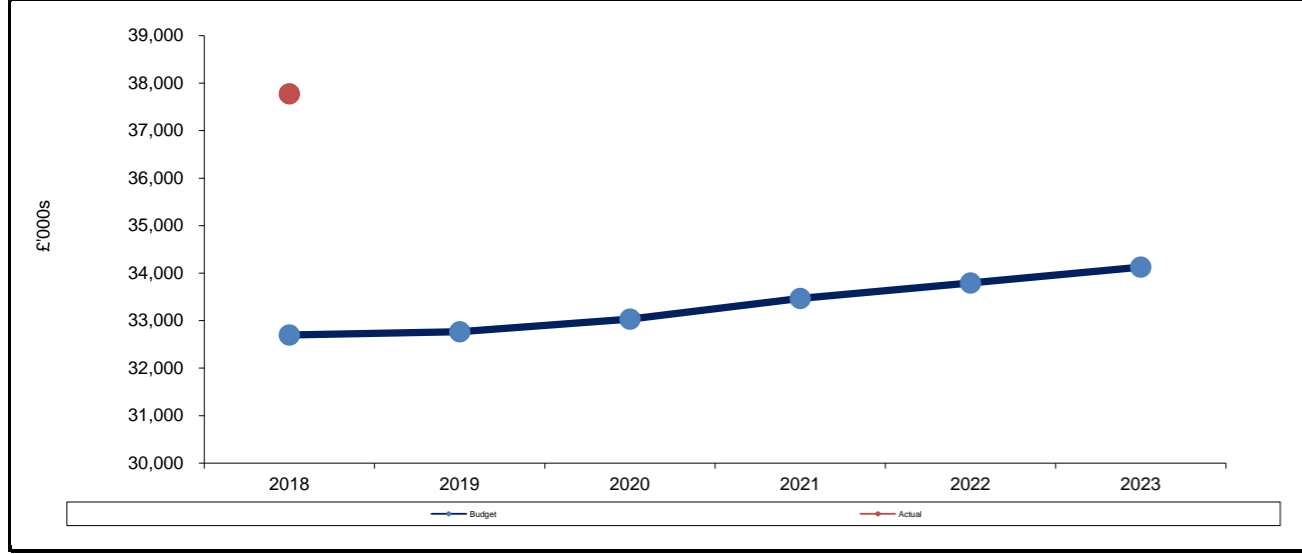


Capital Budget £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
Primary Schools		834	1,637	(15)	1,900	1,900	1,900	1,900
Secondary Schools		3,860	1,812	(6)	300	0	0	0
Special Schools		2,514	5,261	9	3,966	2,000	0	0
Other		1,125	352	0	0	0	0	0
	<b>0</b>	<b>8,333</b>	<b>9,062</b>	<b>(12)</b>	<b>6,166</b>	<b>3,900</b>	<b>1,900</b>	<b>1,900</b>

**Summary of major budget etc. changes**

**2020/21**

Repurposing of some posts in education inclusion service - £150,000  
 Early help re-design of Transforming Families team, Family and Contact team at Bond Road and 0-5s Supporting Families team - £100,000 (Cross-cutting between CSC and education)  
 Radically reduce some statutory education functions - £200,000.  
 Review of CSF admin structure - estimate for education - £150,000  
 Review and reshape of shortbreaks provision across CWD, Brightwell, commissioned provision and the in house shortbreak service - £200,000



**2021/22**

Review and reshape of shortbreaks provision across CWD, Brightwell, commissioned provision and the in house shortbreak service - £200,000  
 SEND Travel assistance - to review eligibility for SEND home to school/college travel assistance, in particular for post-16 students - £150,000

**2022/23**

**2023/24**

# APPENDIX 8

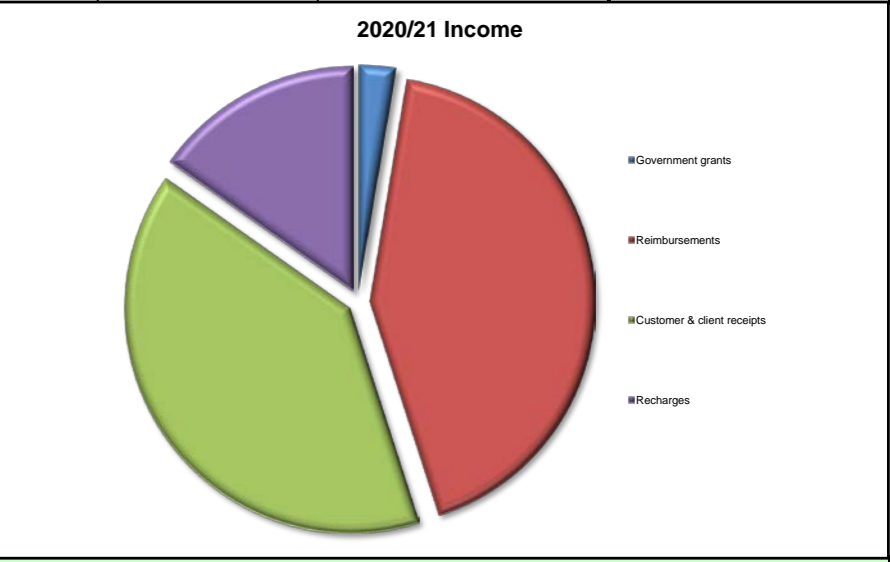
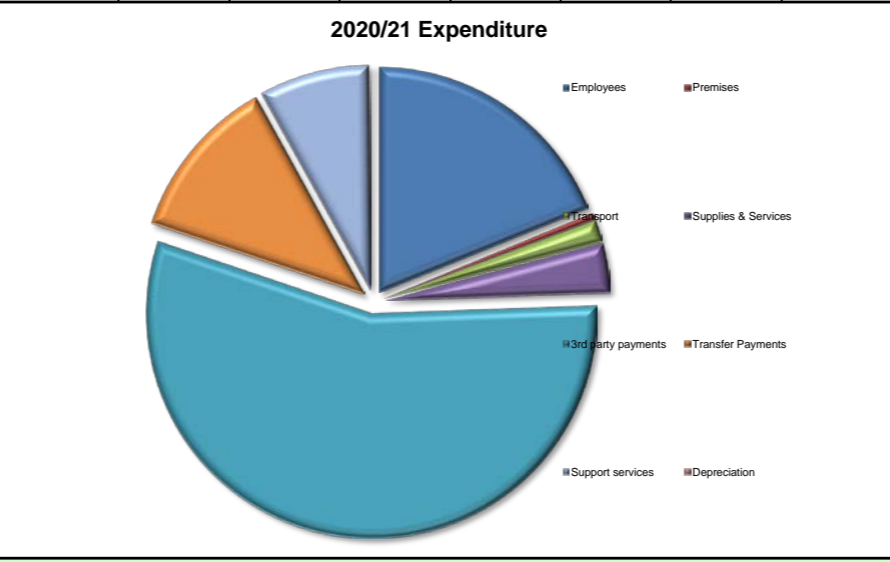
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD								
Education								
PROJECT DESCRIPTION				MAJOR PROJECTS BENEFITS		Risk		
				Likelihood	Impact	Score		
<b>Project 1</b>	Project Title:	<b>Early Help and Family Wellbeing Service Development</b>			Improved effectiveness			
Start date	2019-20	Project Details:	An Early Help review has taken place and as a result implementation and mobilisation of the new Family Wellbeing Service is under way. This will improve our service offer so that children and families can swiftly access the right services at the right time, reducing the need for statutory intervention. A review to support the re-structure will take place in allied teams and services within CSC&YI and the Education Division to support improved ways of working.			4	3	12
End date	2023-24							
<b>Project 2</b>	Project Title:	<b>Improving pupil outcomes at KS5 &amp; School Improvement through partnership with schools(Edn TOM)</b>			Improved effectiveness			
Start date	2019-20	Project Details:	An Early Help review has taken place and as a result implementation and mobilisation of the new Family Wellbeing Service is under way. This will improve our service offer so that children and families can swiftly access the right services at the right time, reducing the need for statutory intervention. A review to support the re-structure in allied teams and services within CSC&YI will take place to support improved ways of working. As part of these wider changes to Early Help services and approach, the Safeguarding Children Partnership will review the current wellbeing model (thresholds document) with partners. This will enable statutory and non-statutory partners to identify need earlier, and put in place integrated responses based on a shared understanding of risk and need.			2	3	6
End date	2020-21							
<b>Project 3</b>	Project Title:	<b>SENDIS IT Infrastructure programme</b>			Improved customer experience			
Start date	2019-2020	Project Details:	A programme to oversee the introduction of both an EHCP Hub as well as electronic case management system to support Merton's SENDIS service. This programme will facilitate joint ownership of EHCP assessment, review and planning process across the partnership by providing a secure platform for multiple professionals to work together securely online in the best interests of the child or young person and their parents/guardians. It will also provide a secure web-based platform for the SENDIS case recording and performance reporting. It will also migrate existing EHCPs to the portal to schedule annual reviews of plans as may be required employing the agreed approaches for the implementation as well as migrate existing SEN, Sensory and Education Psychology team's documents to the solution as part of the implementation.			3	3	9
End date	2020-21							
<b>Project 4</b>	Project Title:	<b>Implement SEND Action plan and DSG recovery plan</b>			Improved customer experience			
Start date	2019-2020	Project Details:	Following the agreement of the SEND Strategy and DSG Recovery Plan, the key actions will need to be implemented. This will include a focus on widening the Local Offer, preparation for adulthood pathways and early identification pathways. The DSG recovery plan provides a number of strategies to prevent further increases in spend but will be further influenced by visits and possible direction from the Department for Education.  A SEND action plan is being developed alongside the SEND Strategy which will detail the key activity and performance measures that will be monitored to achieve each strategic objective. Progress will be overseen by the multi-agency SEND Strategic Implementation Board and the Children and Young People's Integrated Commissioning Group and will also be reported to Merton's Children's Trust Board.			3	3	9
End date	2019-20							
<b>Project 5</b>	Project Title:	<b>Implementation of Secondary &amp; Special School (SEN) Places Strategy (EducationTOM)</b>			Infrastructure renewal			
Start date	2015-16	Project Details:	To progress further projects to provide additional state special school places in Merton, and in particular the expansion of Melrose School and an additional site for children with ASD (Autism Spectrum Disorder). To continue to work with Merton mainstream schools to encourage inclusion wherever possible with a strategy to avoid any further secondary places permanent expansions unless it is absolutely necessary and to continue to closely monitor the demand for secondary school places to ensure sufficient places are being provided.			4	3	12
End date	2021-22							
<b>Project 6</b>	Project Title:	<b>SEN Transport commissioning review</b>			Improved efficiency (savings)			
Start date	2019-20	Project Details:	Work with C&H and E&R departments to review the most efficient means of commissioning SEN transport, including 'make or buy' review of in-house buses and review of most efficient mix between taxi and bus commissioning. Review of SEND Transport policy including use of Personal Budget to reduce Merton commissioned transport dependence			4	3	12
End date	2021-22							
<b>Project 7</b>	Project Title:	<b>Early Help and Family Wellbeing Model Development</b>			Improved efficiency (savings)			
Start date	2019-20	Project Details:	As part of wider changes to Early Help services and approach, the Safeguarding Children Partnership will review the current wellbeing model (thresholds document) with partners. This will enable statutory and non-statutory partners to identify need earlier, and put in place integrated responses based on a shared understanding of risk and need.			4	3	12
End date	2021-22							



# **Community & Housing**

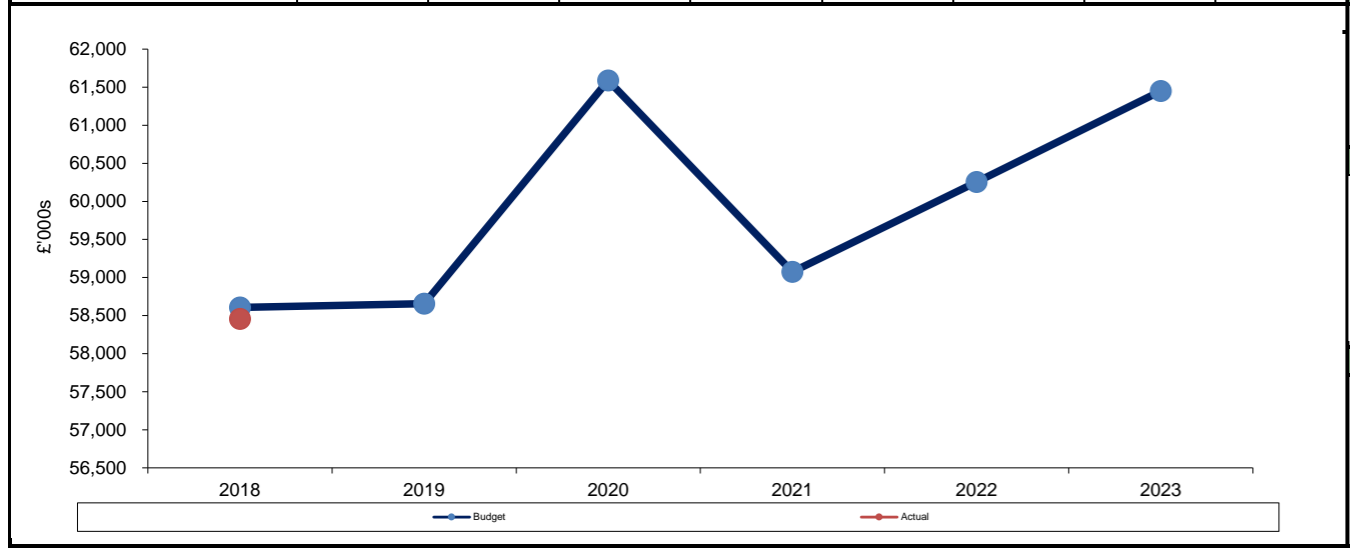
Adult Social Care	Planning Assumptions						2023/24	strategies your service contributes to		
Cllr Tobin Byers: Cabinet Member for Adult Social Care, Health & the Environment	Anticipated demand	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24			
Enter a brief description of your main activities and objectives below  The Care Act 2014 is the legislation that underpins the statutory function of ASC. ASC works with people 18 and above and their carers who are in need of support. The Act sets a new national eligibility criteria to define eligibility for services.  Our approach to the redesign of services is to keep the customer as independent as possible, for as long as possible in their own home. We aim to keep people in their communities with their friends and family network around them and out of institutionalised care or hospital.  We aim to maximise people's independence with the use of equipment, telecare, reablement, utilising the voluntary sector to limit isolation and loneliness, working with CLCH and our partners in health to ensure that people's health needs are met keeping people healthy and out of hospital.  We will work with our partners in health and the voluntary sector to integrate services in line with the requirements of the Care Act and the NHS Five Year Plan. This work is overseen by the Merton Health & Care Partnership Board.	No. of people requiring services	3,252	3,191	<b>3,170</b>	3220	3220		Health & Wellbeing Strategy		
	People aged 85-89	335	315	<b>293</b>	315	315		Care Leaver Strategy		
	People aged 95+	185	180	<b>175</b>	175	175		Community Plan		
	No. of people aged 65+ with dementia	419	431	<b>448</b>	500	500		Early Intervention and Prevention Strategy		
	Anticipated non financial resources	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Employment and Skills Action Plan		
Staff (FTE)	340.59	357.69	<b>384.46</b>	384.46	384.46	384.46	Workforce Strategy			
Performance indicator	Actual Performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2018/19(A)	2019/20(T)	2020/21(P)	2021/22(P)	2022/23(P)	2023/24(P)				
No of Carers receiving services and/or information and advice	1171	1020	<b>1180</b>	1200	1250	1300	High	Monthly	Business critical	Breach statutory duty
% people receiving "long term" community services	74	72	<b>72</b>	72	72	72	High	Monthly	Business critical	Increased costs
No. of DTOCs - Adult Social Care delays only	704	1424	<b>TBC by NHSE</b>	TBC by NHSE	TBC by NHSE	TBC by NHSE	Low	Monthly	Business critical	Increased costs
% of older people (65 and over) still at home 91 days after discharge from hospital into reablement/rehabilitation services	83.8	78.8	<b>78.8% but TBC by BCF</b>	<b>78.8% but TBC by BCF</b>	<b>78.8% but TBC by BCF</b>	<b>78.8% but TBC by BCF</b>	High	Annual	Outcome	Increased costs
% of MASCOT calls answered in 60 seconds	97.68	97.5	<b>97.5</b>	97.5	97.5	97.5	High	Monthly	Quality	Increased waiting times
Safeguarding Concerns to Enquiry Conversion Rate	N/A	N/A	<b>30%</b>	31%	32%	33%	High	Monthly	Business critical	Safeguarding issues
Proportion of adults with a learning disability known to us in paid employment	N/A	N/A	<b>30</b>	31	32	33	High	Monthly	Outcome	Social exclusion

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
<b>Expenditure</b>	<b>82,098</b>	<b>84,817</b>	<b>81,393</b>	<b>3,673</b>	<b>84,697</b>	<b>82,182</b>	<b>83,364</b>	<b>84,557</b>
Employees	14,280	15,209	15,610	935	15,980	15,958	15,961	15,972
Premises	344	236	352	(55)	416	417	422	428
Transport	1,454	1,701	1,360	149	1,349	1,368	1,391	1,402
Supplies & Services	3,441	3,578	3,007	456	2,960	3,003	3,047	3,090
3rd party payments	46,235	47,628	44,330	2,203	47,186	44,180	44,836	45,508
Transfer Payments	9,882	9,709	9,894	(16)	9,986	10,437	10,888	11,338
Support services	6,304	6,598	6,681	-	6,681	6,681	6,681	6,681
Depreciation	158	158	158	-	139	139	139	139
<b>Revenue £'000s</b>	<b>Final Budget 2018/19</b>	<b>Actual 2018/19</b>	<b>Budget 2019/20</b>	<b>Forecast Variance 2019/20 P7</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>	<b>Budget 2022/23</b>	<b>Budget 2023/24</b>
<b>Income</b>	<b>23,490</b>	<b>26,360</b>	<b>22,735</b>	<b>(3,863)</b>	<b>23,108</b>	<b>23,108</b>	<b>23,108</b>	<b>23,108</b>
Government grants	1,559	2,310	337	(3,611)	607	607	607	607
Reimbursements	9,810	13,517	9,796	(2,588)	9,799	9,799	9,799	9,799
Customer & client receipts	9,088	7,222	9,085	2,335	9,185	9,185	9,185	9,185
Recharges	3,034	3,311	3,516	-	3,516	3,516	3,516	3,516
Reserves	-	-	-	-	-	-	-	-
Capital Funded	-	-	-	-	-	-	-	-
<b>Council Funded Net Budget</b>	<b>58,607</b>	<b>58,457</b>	<b>58,658</b>	<b>(191)</b>	<b>61,589</b>	<b>59,074</b>	<b>60,256</b>	<b>61,450</b>



**Summary of major budget etc. changes**  
2020/21

Growth for Concessionary fares increase - £92k Includes savings of £2.5m  
We are awaiting the Adult Social Care Green Paper and the Comprehensive Spending Review in 2019 to understand the medium and longer term funding of that service.



**2021/22**  
Growth for Concessionary fares increase - £0.542m

**2022/23**  
Growth for Concessionary fares increase - £0.992m  
Included savings of £4.7m

**2023/24**  
Growth for Concessionary fares increase - £1.4m.

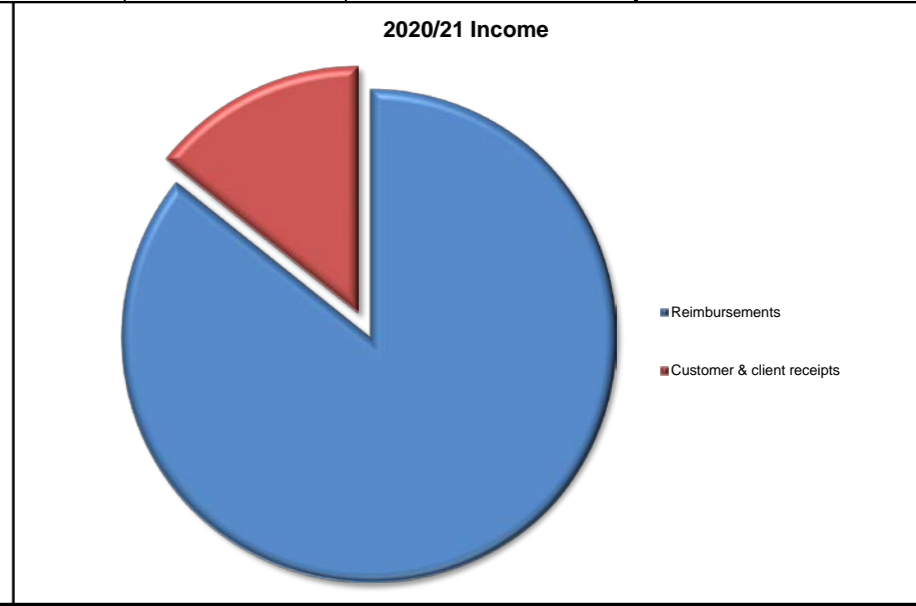
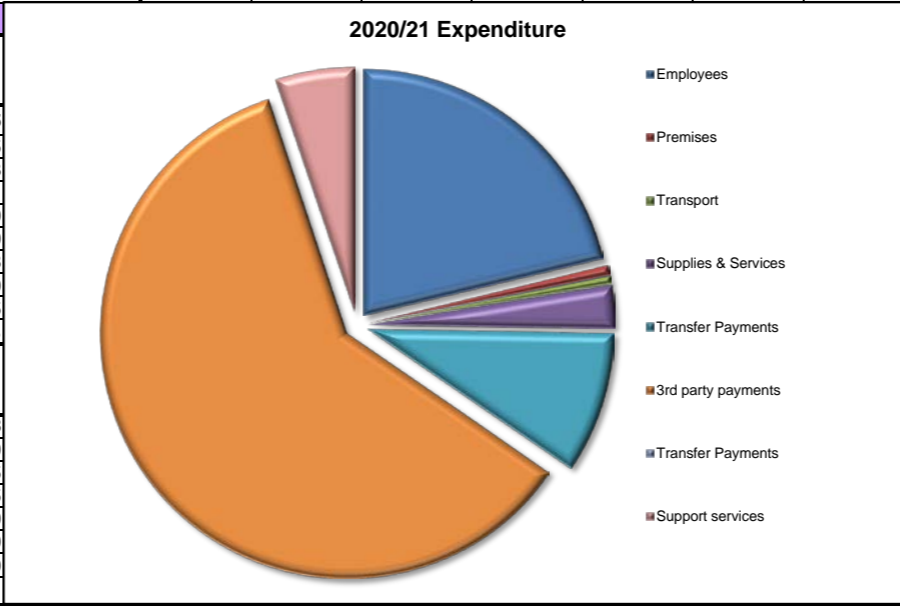


DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD									
Adult Social Care									
PROJECT DESCRIPTION			MAJOR PROJECTS BENEFITS		Risk				
			Likelihood	Impact	Score				
<b>Project 1</b>		Project Title:	<b>Working with health</b>		Improved customer experience		4	3	12
Start date	2019-20	Project Details:	Take forward an integrated approach to community health and care services, working with health partners and the voluntary sector to create a seamless offer to communities and to bring together physical and mental health services. Market engagement in early 2020 will determine the form and scope of the project. We will also continue to work closely with CLCH to bring services closer together.						
End date	2022-23								
<b>Project 2</b>		Project Title:	<b>Commissioning</b>		Improved sustainability		4	2	8
Start date	2019-20	Project Details:	We will develop the commissioning, contract management and quality assurance functions necessary to ensure Merton has sufficient supply of diverse and sustainable care provider markets to meet the care and support needs of borough residents either through direct commissioning activity or indirect market shaping activity. This project will also incorporate current commissioning and procurement activity for a range of services provided by third party suppliers						
End date	2022-23								
<b>Project 3</b>		Project Title:	<b>Learning Disability Offer</b>		Improved efficiency (savings)		5	3	15
Start date	2019-20	Project Details:	To review of our offer to adults with Learning Disabilities to ensure that we can meet the needs of those transitioning into adulthood and those of current service users and their carers within the resources we expect to be available. The project will review all aspects of the local learning disability pathways into Adult Social Care, through transition and preparation for adulthood; the role of the Community Learning Disability Team and the commissioning of services aimed at meeting the needs of people with a learning disability. This will require continual engagement and consultation. It will include a review of housing options, day activities and support into employment. We will aim to reduce the use of out of borough placements and support people to remain living close to their communities and support networks, supporting people to live the life they want.						
End date	2022-23								
<b>Project 4</b>		Project Title:	<b>Community Transport</b>		Improved efficiency (savings)		5	2	10
Start date	2019-20	Project Details:	We will work with colleagues in E&R and CSF to review the Council's approach to community transport, reframing the offer of transport within Adult Social Care and ensuring it is delivered in the most efficient and effective way. This review will take into account the clean air strategy for the borough, the effective use of resources when planning community transport, and the flexibility of transport provision to support people to be independent and travel independently around the borough.						
End date	2021-22								
<b>Project 5</b>		Project Title:	<b>Customer Journey</b>		Improved effectiveness		4	2	8
Start date	2018-19	Project Details:	Reorganisation and alignment of the Adult Social Care access points and pathways within the context of the Care Act Principles of Wellbeing and Prevention and within the context of the principles of Merton Health and Care Together (the former being the main driver for better management of demand for more formal adult social care services). The latter has emphasis on whole system integrated working in order to provide 'Right Care, Right Time, Right Place'. Refresh the skills and knowledge of all ASC staff in relation to the Care Act. Develop a training and development plan in line with the needs of the department as it revises its Target Operating Model.						
End date	2022-23								
<b>Project 6</b>		Project Title:	<b>Assistive technology</b>		Improved efficiency (savings)		5	2	10
Start date	2019-20	Project Details:	To explore further trading opportunities for MASCOT telecare, response and out of hours services. To explore opportunities to exploit mainstream assistive and smart technology to support independent living. To work with health partners on implementing telehealth.						
End date	2022-23								
<b>Project 7</b>		Project Title:			Improved effectiveness		4	3	12
Start date	2019-20	Project Details:							
End date	2022-23								

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Housing Needs and Enabling Services		Planning Assumptions						The Corporate strategies your service contributes to		
Cllr Martin Whelton: Cabinet Member for Regeneration, Housing and Transport		Anticipated demand		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	
<p>Enter a brief description of your main activities and objectives below</p> <p>To fulfil statutory housing functions including the prevention and relief of homelessness and the enforcement and regulation of the private rented sector.</p> <p>To plan services in response to changes in national policies and in the housing market, and to develop innovative projects or models of delivery that maximise the use of resources and deliver services that minimise costs to the council.</p> <p><b>The purpose of this service is to</b></p> <ul style="list-style-type: none"> <li>- Prevent and relieve homelessness in accordance with statutory housing law, including the reduction of rough sleeping in the borough</li> <li>- Provide homes to people in housing need</li> <li>- Formulate and deliver statutory homelessness and rough sleeper strategy for the borough</li> <li>- Maintain the housing register and choice based lettings process and nominate households to vacant housing association homes</li> <li>- Maximise supply of homes with private landlords</li> <li>- Provide care and housing support to vulnerable adults via Shared Lives</li> <li>- Carry out a statutory duty to enforce Environmental Health (Housing) legislation</li> <li>- Provide mandatory grant assistance for improvements and adaptations</li> <li>- Commission and monitor Housing Related and Floating support</li> <li>- Relationship management between the council and stock transfer housing associations</li> </ul>		Housing advice, options, private tenants & landlords advice	11,250	11,250	10,000	10,000	10,000	10,000	10,000	Homeless Placements Policy (Interim)
		Housing register applicants	10,250	10,700	6,100	6,550	7,000	7,450	7,450	Homelessness & Rough Sleepers Strategy
		Housing options casework	1,350	1,500	1,500	1,500	1,500	1,500	1,500	Housing Strategy
		Demand for temporary accommodation	400	400	380	380	380	380	380	
		<b>Anticipated non financial resources</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>		
Housing Needs Staff (FTE)	20.00	20.50	23.00	23.00	23.00					
Environmental Health (Housing)	5.03	8.03	9.23	9.23	9.23					
<b>TOTALS</b>	<b>25.03</b>	<b>28.53</b>	<b>32.23</b>	<b>32.23</b>	<b>32.23</b>					
Performance indicator	Actual Performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2018/19(A)	2019/20(T)	2020/21(P)	2021/22(P)	2022/23(P)	2023/24(P)				
Number of homelessness preventions annually	504	450	450	450	450	450	High	Monthly	Business critical	Increased costs
No. of households in temporary accommodation (monthly average)	171.8	230	200	200	200	200	Low	Monthly	Business critical	Increased costs
Number of enforcement/improvement notices issued annually	75	80	80	80	80	80	High	Quarterly	Outcome	Reduced enforcement
No. of cases resulting in a Prosecution or Civil Penalty Notice of a Landlord	N/A	N/A	4	4	4	4	Low	Annual	Outcome	Reduced enforcement
Average length of stay (nights) of Families in non self-contained B&B	N/A	N/A	21	21	21	21	Low	Monthly	Business critical	Increased costs
To halve the number of Rough Sleepers by 2022, and reduce to zero by 2027	N/A	N/A	17	14	11	9	Low	Annual	Outcome	Increased costs
Implement the Housing Act 2004 by issuing mandatory HMO licences	N/A	N/A	90	90	90	90	High	Annual	Outcome	Breach statutory duty

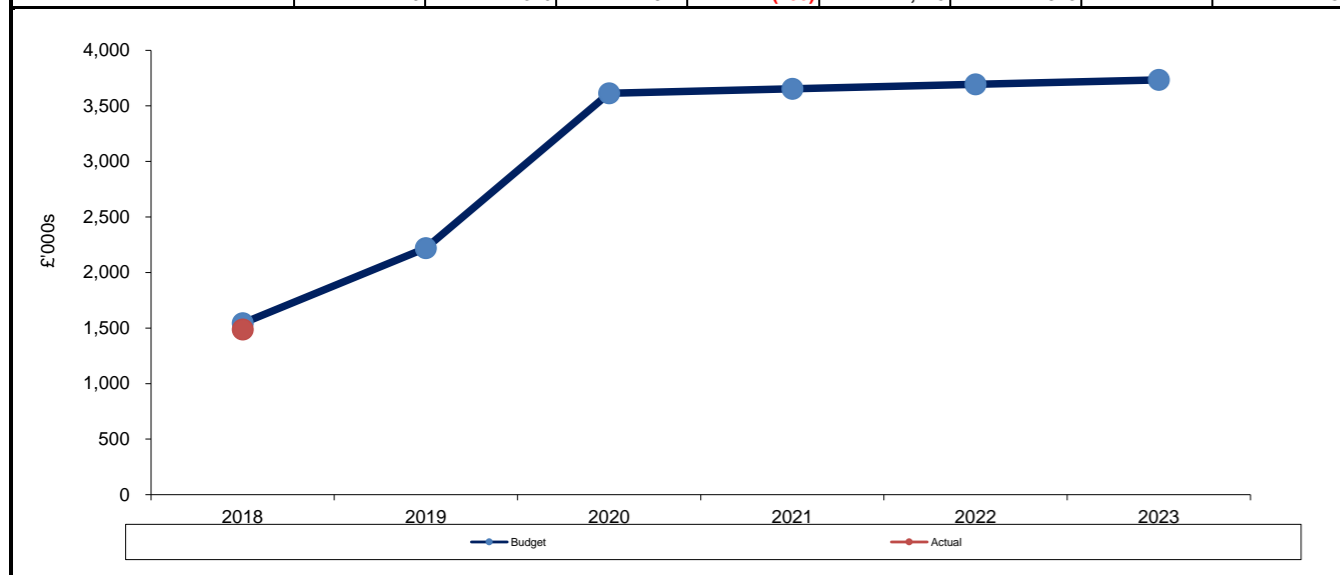
DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
<b>Expenditure</b>	<b>4,737</b>	<b>5,763</b>	<b>4,729</b>	<b>1,694</b>	<b>6,185</b>	<b>6,225</b>	<b>6,265</b>	<b>6,305</b>
Employees	959	978	1,213	81	1,304	1,304	1,305	1,305
Premises	40	31	40	(2)	41	41	42	43
Transport	29	18	30	(16)	30	31	31	31
Supplies & Services	371	277	192	169	172	175	177	180
Transfer Payments	571	1,193	571	879	570	570	570	570
3rd party payments	2,475	2,954	2,368	583	3,691	3,727	3,762	3,798
Transfer Payments	0	0	0	0	0	0	0	0
Support services	293	311	315	0	315	315	315	315
Depreciation	0	0	0	0	63	63	63	63
<b>Revenue £'000s</b>	<b>Final Budget 2018/19</b>	<b>Actual 2018/19</b>	<b>Budget 2019/20</b>	<b>Forecast Variance 2019/20 P7</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>	<b>Budget 2022/23</b>	<b>Budget 2023/24</b>
<b>Income</b>	<b>3,194</b>	<b>4,275</b>	<b>2,508</b>	<b>1,605</b>	<b>2,508</b>	<b>2,508</b>	<b>2,508</b>	<b>2,508</b>
Government Grants	924	1,311	0	1,095	159	159	159	159
Reimbursements	2,010	2,196	2,174	326	2,015	2,015	2,015	2,015
Customer & client receipts	260	768	335	184	335	335	335	335
Recharges	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0	0
<b>Council Funded Net Budget</b>	<b>1,543</b>	<b>1,488</b>	<b>2,220</b>	<b>89</b>	<b>3,677</b>	<b>3,717</b>	<b>3,757</b>	<b>3,796</b>



Capital Budget £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
Disabled Facilities Grant	0	826	927	(100)	927	280	280	280
LD Affordable Housing					488	633	462	145
<b>Total</b>	<b>0</b>	<b>826</b>	<b>927</b>	<b>(100)</b>	<b>1,415</b>	<b>913</b>	<b>742</b>	<b>425</b>

**Summary of major budget etc. changes 2020/21**

Service will be in receipt of several housing related grants:-  
Prevention and Flexible Homelessness Support Grant



2021/2022
2022/23
2023/24

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD						
Housing Needs and Enabling Services						
PROJECT DESCRIPTION			MAJOR PROJECTS BENEFITS		Risk	
			Likelihood	Impact	Score	
<b>Project 1</b>		Project Title:	<b>Private Sector Housing Enforcement</b>		Improved reputation	
Start date	2019-20	Project Details:	Develop and implement a range of Housing Enforcement measures to protect private tenants in Merton.		2	1
End date	2021-22					
<b>Project 2</b>		Project Title:	<b>Rough Sleeper initiatives</b>		Improved customer experience	
Start date	2019-20	Project Details:	Deliver a range of Rough Sleeper initiatives so as to halve the number of rough sleepers in Merton by 2022		2	2
End date	2021-22					
<b>Project 3</b>		Project Title:	<b>Public ProtectionTechnology Upgrade</b>		Improved effectiveness	
Start date	2016-17	Project Details:	Work with IT / E&R on re-procurement / replacement of M3PP, cloud hosting and subsequent upgrade of M3PP to Assure.		2	1
End date	2020-21					
<b>Project 4</b>		Project Title:	<b>Housing IT software re-procurement</b>		Improved effectiveness	
Start date	2018-19	Project Details:	Re-procure all IT Software solutions for Housing Needs (Homelessness, Temporary Accommodation & Rent Accounts, Housing Register and Choice Based Lettings.)		2	2
End date	2020-21					
<b>Project 5</b>		Project Title:	<b>Homelessness Strategy Implementation</b>		Improved reputation	
Start date	2019-20	Project Details:	Work with stakeholders to deliver the strategy and monitor the completion of the actions arising from the Homelessness Strategy		2	1
End date	2024-25					
<b>Project 6</b>		Project Title:			Select one major benefit	
Start date		Project Details:				0
End date						
<b>Project 7</b>		Project Title:			Select one major benefit	
Start date		Project Details:				0
End date						
<b>Project 8</b>		Project Title:			Select one major benefit	
Start date		Project Details:				0
End date						

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**Libraries**  
**CLlr Caroline Cooper-Marbiah: Cabinet Member for Commerce, Leisure & Culture**  
 Enter a brief description of your main activities and objectives below

The purpose of the service is to provide a 'comprehensive and efficient' library service, addressing the 'needs of adults and children' according to the Public Libraries and Museums Act 1964.

Local authorities have a statutory duty to make provision for a library service but may decide on how this is delivered.

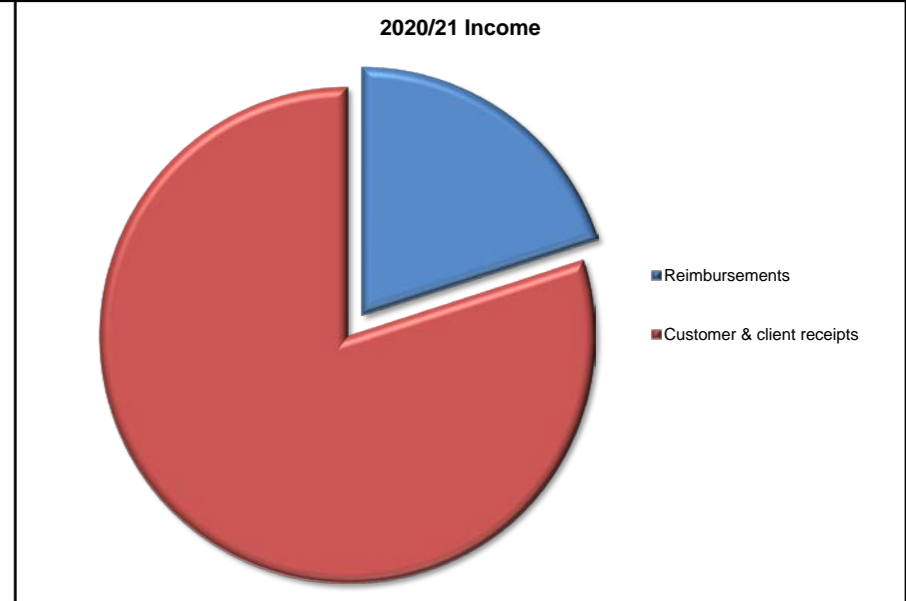
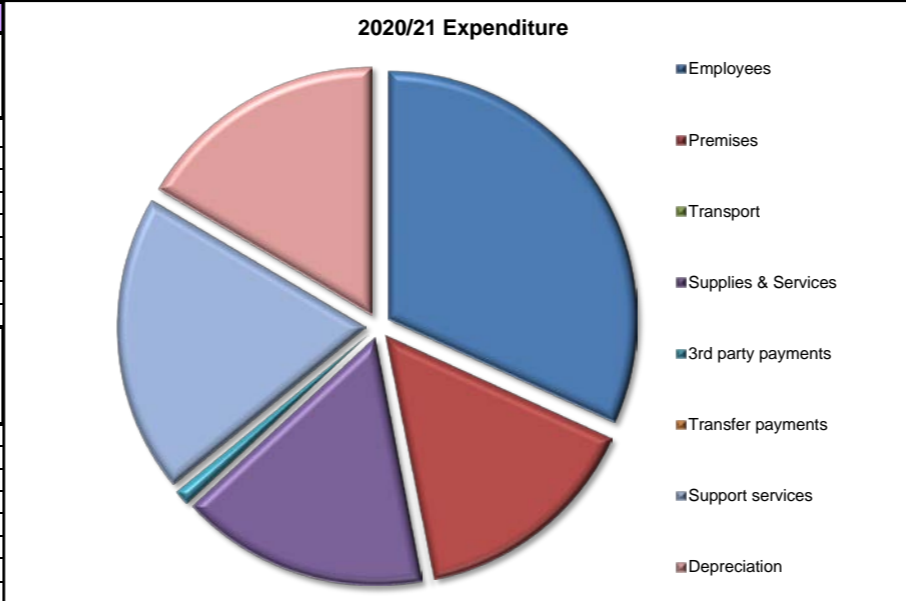
Certain aspects of the service must be provided for free:

- Free lending of books
- Free access to information
- Free library membership

The Library Service aims to provide a modern, high quality and cost effective service that is responsive to the needs of customers. Our vision is to remain the most efficient library service in London whilst continuing to achieve some of the highest customer satisfaction and usage levels.

Planning Assumptions		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Contributes to		
<b>Anticipated demand</b>										
Active users		56,000	56,500	<b>57,000</b>	57,500	58,000	58,000	Customer Contact Strategy		
Stock issues		900,000	900,000	<b>900,000</b>	900,000	900,000	900,000	Children and Young People's Plan		
Registered members		135,000	135,000	<b>135,000</b>	135,000	135,000	135,000	Community Plan		
Visitor figures		1,200,000	1,200,000	<b>1,200,000</b>	1,200,000	1,200,000	1,200,000	Equality and Community Cohesion Strategy		
<b>Anticipated non financial resources</b>										
Staff (FTE)		31.35	29.65	<b>30.88</b>	<b>30.88</b>	<b>30.88</b>	<b>30.88</b>	Health & Wellbeing Strategy		
Accommodation (Libraries)		7	7	<b>7</b>	7	7	7	Heritage Strategy		
Equipment (PC's)		152	159	<b>159</b>	159	159	159	Procurement Strategy		
								Voluntary Sector and Volunteering Strategy		
								Workforce Strategy		
Performance indicator	Actual Performance (A) performance target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2018/19(A)	2019/20(T)	2020/21(P)	2021/22(P)	2022/23(P)	2023/24(P)				
Number of visitors accessing the library service online	234,486	235,000	<b>235,000</b>	235,000	235,000	235,000	High	Monthly	Quality	Reduced uptake of service
No. of people accessing library by borrowing item or using a peoples network terminal at least once in previous 12 months	71,648	56,500	<b>56,500</b>	56,500	56,500	56,500	High	Monthly	Outcome	Reduced uptake of service
Active volunteers in libraries (rolling 12 month fig)	276	230	<b>230</b>	230	230	230	High	Monthly	Business critical	Reduced service delivery

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
<b>Expenditure</b>	<b>3,350</b>	<b>3,427</b>	<b>3,404</b>	<b>68</b>	<b>3,451</b>	<b>3,493</b>	<b>3,481</b>	<b>3,507</b>
Employees	1,031	1,072	1,083	9	1,098	1,098	1,099	1,100
Premises	453	668	517	21	519	522	524	526
Transport	4	3	4	1	4	4	4	4
Supplies & Services	632	409	628	38	556	561	520	525
3rd party payments	18	8	18	0	35	69	95	113
Transfer payments	0	0	0	0	0	0	0	0
Support services	677	732	669	0	669	669	669	669
Depreciation	535	535	485	0	570	570	570	570
<b>Revenue £'000s</b>	<b>Final Budget 2018/19</b>	<b>Actual 2018/19</b>	<b>Budget 2019/20</b>	<b>Forecast Variance 2019/20 P7</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>	<b>Budget 2022/23</b>	<b>Budget 2023/24</b>
<b>Income</b>	<b>501</b>	<b>478</b>	<b>550</b>	<b>0</b>	<b>426</b>	<b>426</b>	<b>441</b>	<b>441</b>
Government grants	0	0	97	6	0	0	0	0
Reimbursements	334	305	96	0	85	85	85	85
Customer & client receipts	166	173	356	(6)	341	341	356	356
Recharges	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0	0
<b>Council Funded Net Budget</b>	<b>2,850</b>	<b>2,949</b>	<b>2,855</b>	<b>68</b>	<b>3,025</b>	<b>3,067</b>	<b>3,040</b>	<b>3,066</b>
<b>Capital Budget £'000s</b>	<b>Final Budget 2018/19</b>	<b>Actual 2018/19</b>	<b>Budget 2019/20</b>	<b>Forecast Variance 2019/20 P7</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>	<b>Budget 2022/23</b>	<b>Budget 2023/24</b>
Libraries Buildings	0	7	49	49	200	0	0	0
Libraries IT	0	59	77	77	350	0	140	0
	0	66	126	126	550	0	140	0



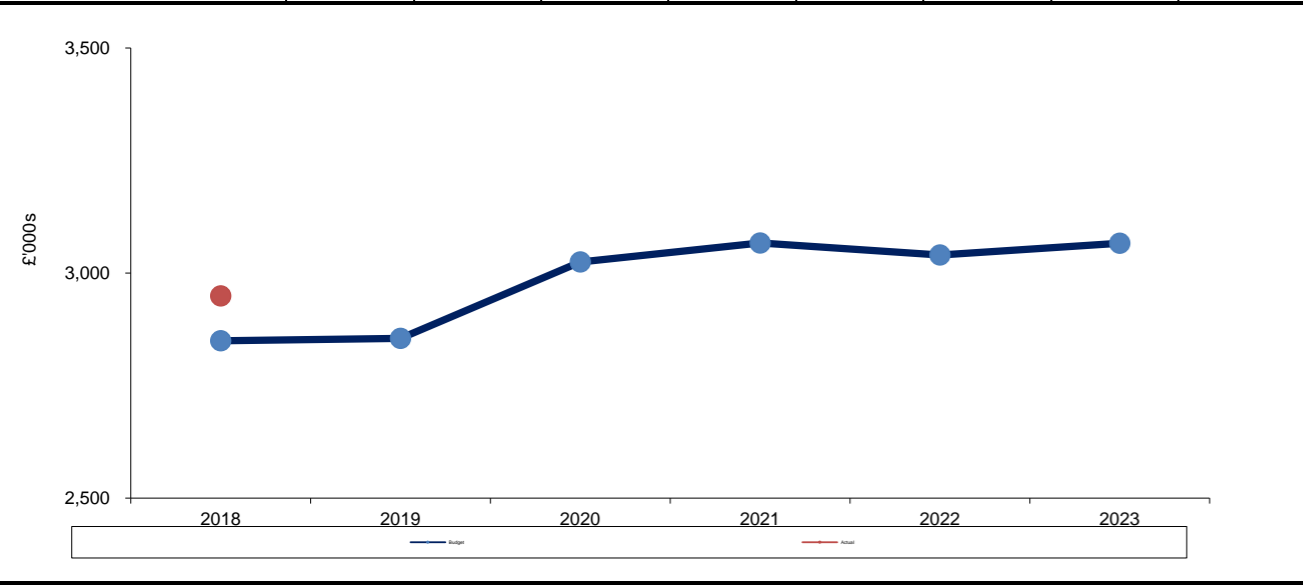
**Summary of major budget etc. changes**

**2020/21**  
 Capital: Library Self-Service £350k

**2021/22**

**2022/23**  
 Capital: Library Management System £140k  
 Revenue includes savings of £60k

**2023/24**



DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD							
Libraries							
PROJECT DESCRIPTION			MAJOR PROJECTS BENEFITS		Risk		
			Likelihood	Impact	Score		
<b>Project 1</b>		Project Title:	<b>Partnership development</b>		Improved customer experience		
Start date	2015-16	Project Details	Continue to develop partnership approach to delivering services in libraries. Increase health partnerships and lead on key actions agreed within the C&H TOM relating to prevention.				3
End date	2020-21						
<b>Project 2</b>		Project Title:	<b>Heritage Strategy</b>		Improved effectiveness		
Start date	2015-16	Project Details	Promote the Heritage Strategy and increase community participation in heritage activities. Continue to draw in external funding, improve income streams and undertake work to revise the Heritage Strategy.				3
End date	2020-21						
<b>Project 3</b>		Project Title:	<b>Enhance the digital offer in libraries</b>		Improved effectiveness		
Start date	2019-20	Project Details	Continue to enhance the new library management system and make improvements to the customer website and app. Procure and install new self-service technology in 2021.				6
End date	2022-23						
<b>Project 4</b>		Project Title:	<b>Children &amp; Young People's projects</b>		Improved customer experience		
Start date	2018-19	Project Details	Continue to develop the Schools and Libraries Membership schemes for primary and high schools. Deliver the Arts Council England funded 'Project Sense' to enhance the offer for SEND children and to make physical improvements to the children's libraries at all sites.				3
End date	2021-22						
<b>Project 5</b>		Project Title:	<b>Customer consultation, marketing and promotion</b>		Improved customer experience		
Start date	2019-20	Project Details	Undertake customer surveys to gain user views and consult on any significant changes to service delivery. Continue to develop e-marketing services and undertake promotional activities such as Library Connect.				2
End date	2021-22						
<b>Project 6</b>		Project Title:	<b>Income Generation</b>		Improved efficiency (savings)		
Start date	2019-20	Project Details	Implement agreed savings from the rollout out of coffee shops in libraries and further develop income sources such as Merton Arts Space whilst identifying new opportunities.				6
End date	2020-21						
<b>Project 7</b>		Project Title:	<b>Assisted digital support</b>		Improved customer experience		
Start date	2018-19	Project Details	Increase volunteer numbers and skills in supporting customers with more complex IT needs and promote 'channel shift' to online services.				4
End date	2020-21						
<b>Project 8</b>		Project Title:	<b>Security services contract</b>		Improved efficiency (savings)		
Start date	2020-21	Project Details	Embed the new security services contract in libraries and monitor performance of the contract so that security guards play an active role in supporting services.				6
End date	2024-25						
<b>Project 9</b>		Project Title:	<b>Library redevelopments</b>		Improved customer experience		
Start date	2019-20	Project Details	Progress redevelopment opportunities for West Barnes Library and work collaboratively with partners to look at potential opportunities for other sites.				6
End date	2023-24						

<b>Commissioned Service</b>
<b>Merton Adult Learning</b>
<b>Cllr Eleanor Stringer: Cabinet Member for Schools and Adult Education</b>
<b>Service Providers:</b>
<b>South Thames College</b>
<b>Groundwork London</b>

**Description of main activities and objectives**

**APPENDIX 8**

The London Borough of Merton is committed to providing high quality and sustainable adult learning in order to improve the social, economic, health and wellbeing of our residents. The service is delivered through a commissioning model, contracting services to the best providers in the field and by developing sophisticated evidence based approaches to what we deliver.

The service will continue to provide popular courses whilst expanding provision for families and enhancing our range of maths, English and employability courses.

Planning Assumptions							The Corporate strategies the service contributes to			
Anticipated demand	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24				
Total number of learners	3285	3285	<b>3285</b>	3285	3285	3285	Culture and Sport Framework			
Number of accredited learners	1467	1467	<b>1467</b>	1467	1467	1467	Employment and Skills Action Plan			
Total number of enrolments	3964	3964	<b>3964</b>	3964	3964	3964	Special Educational Needs and Disabilities Strategy			
							Medium Term Financial Strategy			
Anticipated non financial resources	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24				
Staff (Commissioning Team)	3.75	3.75	<b>3.75</b>	3.75	3.8	3.75				
Staff (LDD Curriculum manager)	0	0	<b>0</b>	0	0	0				
South Thames College	Sufficient resources to provide service									
Global Solution Services	Sufficient resources to provide service									
Performance indicator	Actual Performance (A) Performance Target (P) Proposed Target (T)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2018/19(A)	2019/20(T)	2020/21(P)	2021/22(P)	2022/23(P)	2023/24(P)				
Number of new learners per annum (not registered as learners in previous year)	TBC	1985	<b>1985</b>	1985	1985	1985	High	Annual	Outcome	Reduced uptake of service
% overall success rate of accredited courses per annum	87%	88%	<b>88%</b>	90%	90%	90%	High	Annual	Outcome	Reduced uptake of service
% of learners from deprived wards	29%	32%	<b>30%</b>	30%	32%	33%	High	Annual	Quality	Reduced uptake of service

Financial Information									Additional Expenditure Information
Revenue	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24	From 2019/20 Grant will administered by the GLA and London Learners by ESFA
<b>Expenditure</b>	<b>1,367</b>	<b>768</b>	<b>1,370</b>	<b>0</b>	<b>1,423</b>	<b>1,423</b>	<b>1,423</b>	<b>1,423</b>	
Contractor's Fee	1,075	426	1,108	2	1,151	1,151	1,151	1,151	
Employees (Commissioning Team)	223	218	193	(25)	204	204	204	204	
Employees (LDD Curriculum Manager)	0	0	0	0	0	0	0	0	
Support Service	31	34	31	0	31	31	31	31	
Other Costs	38	89	38	23	38	38	38	38	
<b>Revenue</b>	<b>Final Budget 2018/19</b>	<b>Actual 2018/19</b>	<b>Budget 2019/20</b>	<b>Forecast Variance 2019/20 P7</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>	<b>Budget 2022/23</b>	<b>Budget 2023/24</b>	
<b>Income</b>	<b>1,347</b>	<b>745</b>	<b>1,347</b>	<b>0</b>	<b>1,397</b>	<b>1,397</b>	<b>1,397</b>	<b>1,397</b>	
Adult Education Block Grant	1,347	745	1,347	0	1,397	1,397	1,397	1,397	
Adult Apprenticeships Grant	0	0	0	0	0	0	0	0	
Other Income	0	0	0	0	0	0	0	0	
<b>Council Funded Net Budget</b>	<b>20</b>	<b>22</b>	<b>23</b>	<b>0</b>	<b>26</b>	<b>26</b>	<b>26</b>	<b>26</b>	
<b>Capital Expenditure</b>	<b>Final Budget 2018/19</b>	<b>Actual 2018/19</b>	<b>Budget 2019/20</b>	<b>Forecast Variance 2019/20 P7</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>	<b>Budget 2022/23</b>	<b>Budget 2023/24</b>	

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DETAILS OF MAJOR PROJECTS							
Merton Adult Learning							
PROJECT DESCRIPTION			MAJOR PROJECTS BENEFITS		Risk		
					Likelihood	Impact	Score
<b>Project 1</b>		Project Title:	<b>Continuous Improvement</b>		Improved effectiveness		
Start date	2019-20	Project Details:	Continue to improve quality across the provision and respond to issues identified in the last Ofsted inspection. Complete annual Self-Assessment Reports and Quality Improvement Plans and work collaboratively with providers to drive up performance.				2
End date	2022-23						
<b>Project 2</b>		Project Title:	<b>Deliver the new strategic priorities for the adult learning service working collaboratively with providers</b>		Economic outcomes		
Start date	2019-20	Project Details:	Deliver against the 3-year strategic objectives outlined in the Merton Adult Learning Strategy				2
End date	2022-23						
<b>Project 3</b>		Project Title:	<b>Improve progression and destination collection to inform delivery</b>		Risk reduction and compliance		
Start date	2019-20	Project Details:	Working with providers develop robust systems for the collection of progression and destination data to better inform curriculum development and the tracking of learner's development.				2
End date	2020-21						
<b>Project 4</b>		Project Title:	<b>Expand provision in deprived areas of the borough and / or amongst deprived communities</b>		Improved effectiveness		
Start date	2019-20	Project Details:	Deliver a range of community and family learning initiatives in the borough to increase take up and proactively market services to residents with the greatest needs.				3
End date	2022-23						
<b>Project 5</b>		Project Title:	<b>Continue to embed the evidence base to more effectively commission the curriculum</b>		Improved customer experience		
Start date	2019-20	Project Details:	Make more effective usage of learner and community data to inform the commissioning of adult learning courses whilst retaining a healthy breadth of provision.				2
End date	2022-23						
<b>Project 6</b>		Project Title:	<b>Provider Procurement</b>		Improved effectiveness		
Start date	2019-20	Project Details:	Embed new contractor arrangements under new framework and procure main supplier contract whilst continuing to develop the provider market in the borough.				3
End date	2022-23						

**Public Health**  
 Cllr Tobin Byers: Cabinet Member for Adult Social Care, Health & the Environment  
 Enter a brief description of your main activities and objectives below

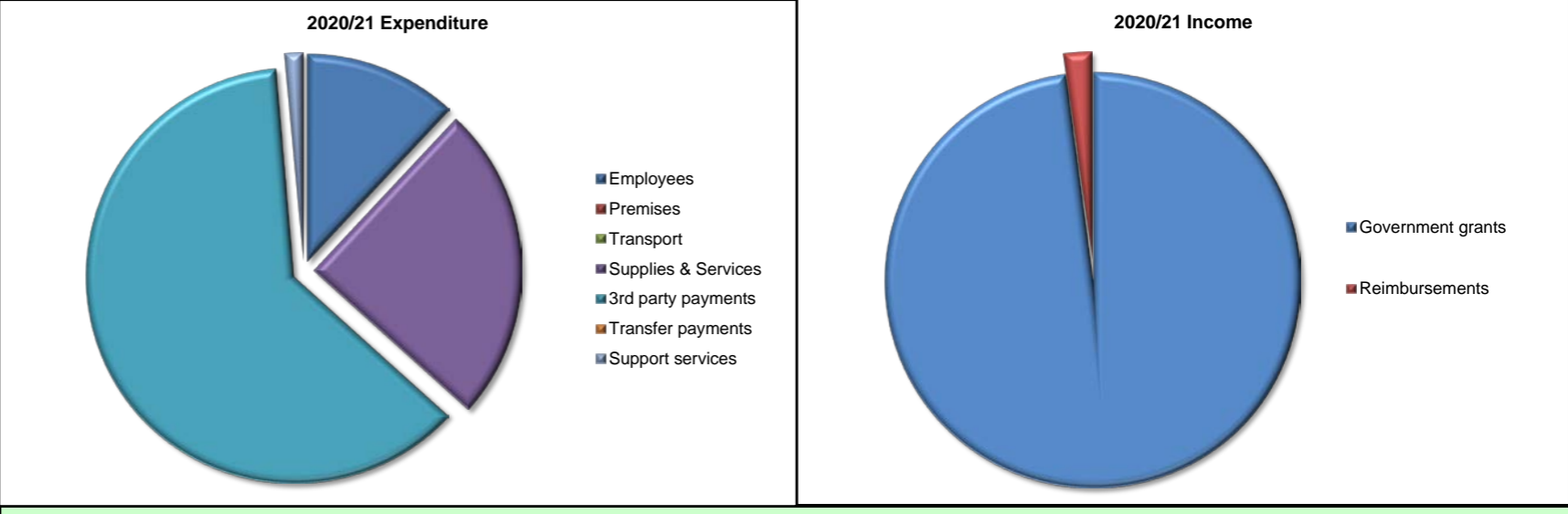
Main duties for Public Health in Local Authority comprise:  
 - Strategy/system leadership for health – Health and Wellbeing Board, JSNA and Health and Wellbeing Strategy, independent Annual Public Health Report (all mandatory)  
 - Commissioning / securing provision of a defined range of Public Health Services (including the following mandatory services: sexual health, NHS health checks, healthy child 0-5 services, National Child Measurement Programme)  
 - Commissioning support to the NHS (mandatory) and council;  
 - Health protection oversight (mandatory), including screening, infection control, emergency preparedness and immunisations

Our vision for public health in Merton over the next five years is to:  
 - Protect and improve physical and mental health outcomes for the whole population in Merton throughout the life course, and reduce health inequalities, especially between the west and east of the borough, within the shrinking financial envelope available.  
 - Fulfill our statutory PH duties.  
 - Contribute to Merton’s corporate vision, working to be London’s best council by 2020 and beyond

Our strategic objectives are:  
**Objective 1:** Service integration and transformation - support SID and MHCT boards to further develop and implement their respective programmes including: integrated community health and care services (children and adults); a personal prevention offer for adults; whole system approach to diabetes and potentially other long-term conditions; life-course sexual health strategy  
**Objective 2:** Deliver Health and Wellbeing Strategy - embed health & wellbeing into council and partner business; with a focus on implementing healthy workplaces programme linking health and climate change; supporting whole system approach to tackling childhood obesity and diabetes (see above); strengthen CYP leadership for healthy place, ie through school neighbourhood action plans (SNAP).  
**Objective 3:** Strengthen commissioning and commissioning support – develop integrated commissioning for children; public health strategic commissioning (end-to-end) & public health support to commissioning for health and wellbeing outcomes in order to deliver integrated service models.

Anticipated demand	Planning Assumptions					2023/24	The Corporate strategies your service contributes to			
	2018/19	2019/20	2020/21	2021/22	2022/23					
Sexual health - attendances at local integrated service	20,607	20,607	20,607	20,607	20,607	20,607	APPENDIX B			
Drugs & alcohol - new service in mobilisation April 2018	400 drugs/220 alcohol	400 drugs/250 alcohol	400 drugs/270 alcohol	400 drugs/270 alcohol	400 drugs/270 alcohol	400 drugs/290 alcohol	Substance Misuse Strategic framework			
Support to CCG (% of PH staff capacity)	40%	40%	40%	40%	40%	40%	Merton Health & Care Together			
NHS Health Checks	2,893	2,750	2,750	2,750	2,750	2,750	Health & Wellbeing Strategy			
National Child Measurement Programme	Reception Cohort : 2,248 Year 6 Cohort: 2,343	Reception Cohort: 2,377 Year 6 Cohort: 2,392	Reception Cohort: 2,365 Year 6 Cohort: 2,471	Reception Cohort: 2,352 Year 6 Cohort: 2,549	Reception Cohort: 2,340 Year 6 Cohort: 2,628	Reception Cohort: 2,327 Year 6 Cohort: 2,707	Children and Young People’s Plan			
Health Visiting New Birth Visits: estimated new births	3,018	3,042	2,983	2,924	2,865	2,807				
Risk & Resilience Service	122 treatment / 400 detached	123 treatment / 400 detached	122 treatment / 400 detached	121 treatment / 400 detached	120 treatment / 400 detached	119 treatment/400 detached				
Anticipated non financial resources	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24				
Staff (FTE)	18.66	18.06	18.06	18.06	18.06	18.06				
Staff (Trainees included above)	2	2	2	2	2	2				
Performance indicator	Actual performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2018/19(A)	2019/20(T)	2020/21(P)	2021/22(P)	2022/23(P)	2023/24				
Health Visiting - % of New Birth Reviews in 14 days of birth	95.25	90%	90%	TBC	TBC	TBC	High	Monthly	Outcome	Reduced uptake of service
Breastfeeding at the 6-8 weeks review (partially or totally)	N/A	71%	70%	TBC	TBC	TBC	High	Monthly	Outcome	Babies not given the best start in life through breastfeeding
% of participation in NCMP at age 10-11 years (Year 6)	96%	95%	95%	TBC	TBC	TBC	High	Annual	Output	Breach statutory duty
% young people (under 25) leaving treatment where substance misuse has reduced or client become drug free.	N/A	90%	90%	90%	90%	90%	High	Quarterly	Outcome	Increase of potential health harms
% of eligible people offered an HIV test and who accept	N/A	90%	90%	90%	90%	90%	High	Quarterly	Output	Increase of potential health harms
Obesity at Year 6 - indicator still in development							Low	Annual	Outcome	Increase of potential health harms

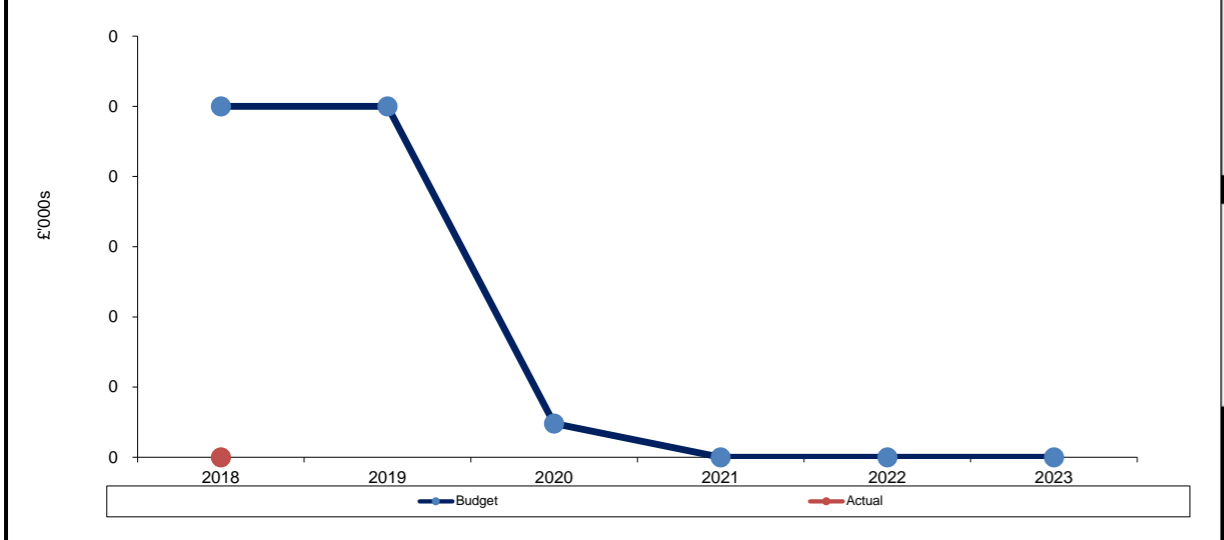
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
<b>Expenditure</b>	<b>10,689</b>	<b>10,693</b>	<b>10,396</b>	70	<b>10,747</b>	<b>10,744</b>	<b>10,744</b>	<b>10,744</b>
Employees	1,172	1,116	1,173	(21)	1,284	1,287	1,307	1,333
Premises	3	2	3	(1)	2	3	3	3
Transport	2	1	2	(1)	2	2	2	2
Supplies & Services	2,587	2,545	2,376	26	2,652	2,651	2,617	2,586
3rd party payments	6,781	6,886	6,694	67	6,660	6,654	6,668	6,673
Transfer payments	0	0	0	0	0	0	0	0
Support services	143	143	148	0	148	148	148	148
Depreciation	0	0	0	0	0	0	0	0
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
<b>Income</b>	<b>10,689</b>	<b>10,693</b>	<b>10,396</b>	(58)	<b>10,747</b>	<b>10,744</b>	<b>10,744</b>	<b>10,744</b>
Government grants	10,451	10,451	10,175	0	10,521	10,521	10,521	10,521
Reimbursements	238	242	221	(58)	227	223	223	223
Customer & client receipts	0	0	0		0	0	0	0
Recharges	0	0	0		0	0	0	0
Reserves	0	0	0		0	0	0	0
Capital Funded	0	0	0		0	0	0	0
<b>Council Funded Net Budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	12	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Capital Budget £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
			0	0	0	0	0	0



**Summary of major budget etc. changes**

**2020/21**

Based on the letter from the Chief Executive of Public Health England (PHE) dated 21 December 2017, it is anticipated the grant will be replaced by an allocation from retained business rates. Public Health England is working with the Department of Health to agree the assurance arrangements before the grant comes to an end and expect to confirm those measures in 2019. Should this not be possible, the Government may wish to consider continuing with the ring-fenced grant beyond 2020. In addition, work on an updated ACRA formula to describe and compare PH need is under way.



**2021/22**

**2022/23**

**2023/24**



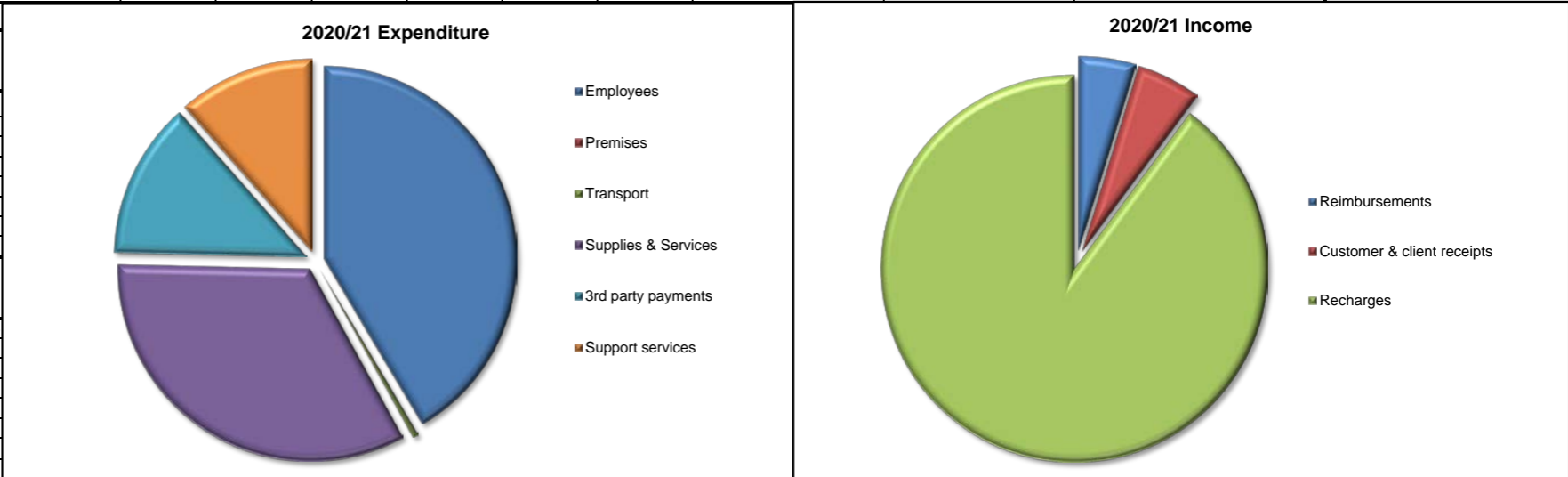
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD							
Public Health							
PROJECT DESCRIPTION				MAJOR PROJECTS BENEFITS		Risk	
				Likelihood	Impact	Score	
<b>Project 1</b>		Project Title:	<b>Implement Merton Health and Wellbeing Strategy 2019-24</b>		Improved effectiveness		
Start date	2019-20	Project Details:	Lead the implementation of the Merton Health and Wellbeing Strategy 2019-24 and the implementation of a rolling programme of priorities including, healthy settings with a focus on healthy workplaces across Merton (Project 4); continue to develop the whole systems approach to diabetes to maintain momentum (see Project 2); develop work with and real involvement of children and young people on health and environment. Continue to embed 'health in all policies', especially through partnerships with E&R, including developing the co-benefits of climate change and health.		2	2	4
End date	2023-24						
<b>Project 2</b>		Project Title:	<b>Whole System Approaches to Diabetes</b>		Improved effectiveness		
Start date	2019-20	Project Details:	Following a 'Diabetes Truth' programme, the Health and Wellbeing Board have developed a whole systems Diabetes Action Plan. This has been an exemplar for future work, and identified high value and evidence based ways to tackle diabetes. The Action Plan has three themes (clinical oversight and service improvement, holistic individual care and healthy place) and has actions for partners across Merton. The HWB have agreed that 'keeping the momentum' is one of their annual priorities. This project aligns with the whole systems approach to childhood obesity (Project 3).		2	2	4
End date	2020-21						
<b>Project 3</b>		Project Title:	<b>Whole System Approaches to Childhood obesity</b>		Improved effectiveness		
Start date	2019-20	Project Details:	Implementation of a refreshed Child Healthy Weight Action Plan (CHWAP) 2019/22, will continue to be a priority. The CHWAP has 3 key themes (1) Making childhood Obesity everybody's business, (2) Supporting children young people and their families (3) healthy place, which includes healthy food and the physical environment. This aligns with the whole systems approach to diabetes (Project 2).		2	2	4
End date	2022-23						
<b>Project 4</b>		Project Title:	<b>Healthy Workplace</b>		Improved effectiveness		
Start date	2019 -20	Project Details:	Working with partners to scale up healthy work places across Merton, with a focus on mental health and active travel, focussed for the latter on the co-benefits with climate change. Building a network with other organisations at different levels, NHS SWL, Merton GP Federation, individual GP practices, Merton BIDs, MVSC and others. Within LBM, applying for the London Healthy Workplace Award, working through the Workforce Strategy Board. . To be linked to the review of the council vehicle fleet, new arrangements for staff travel, and #MertonCan physical activity campaign. Also part of the SID programme (Project 5).		2	2	4
End date	2021-22						
<b>Project 5</b>		Project Title:	<b>Implementation of Prevention Offer</b>		Improved effectiveness		
Start date	2019-20	Project Details:	Lead the implementation of the Prevention workstream of the SID programme and Health and Care Together Board. Implement the '5 Prevention Priorities' model, which focuses on: directory of services; network of connectors, staff training; healthy settings and embedding prevention into health and care pathways. Delivery will be devolved to SID workstreams and MHCT themes, with PH leads to support delivery planning, co-ordination, support and do-once tasks.		2	2	4
End date	2020-21						
<b>Project 6</b>		Project Title:	<b>Development of integrated Community Health Services</b>		Improved effectiveness		
Start date	2019-20	Project Details:	Lead transformation of community health services, working with Adult Social Care, Children, Schools and Families and Merton Clinical Commissioning Group. Develop vision and development of closer integration of services to provide seamless care pathways; engage providers and residents to co-create service models; undertake procurement of integrated services including healthy child services (health visiting and school nursing) and substance misuse ; continue to develop integrated commissioning functions between PH, CSF and MCCG. Participate in the London Sector Led Improvement programme on health visiting and school nursing.		3	3	9
End date	2023-24						
<b>Project 7</b>		Project Title:	<b>Sexual Health Strategy and Integrated sexual health services</b>		Improved effectiveness		
Start date	2019-20	Project Details:	Lead the implementation of Merton joint Sexual Health Strategy - focusing on 3 priorities: education and training; easy access to sexual health and well being services; comprehensive sexual health and wellbeing, including support for vulnerable groups. Service priorities include: further developing integrated sexual health services; strategic approach to managing demand, working collaboratively with London Sexual Health Programme.		3	3	9
End date	2023-24						



# **Corporate Services**

Corporate Governance	Planning Assumptions						Information Governance Policy				
<b>Clr Mark Allison: Deputy Leader &amp; Cabinet Member for Finance</b>	Anticipated demand	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24				
Corporate Governance is made up of 5 core services:  <b>Information Governance</b> - ensuring organisational compliance with Data Protection legislation including dealing with any data breaches and the Transparency agenda, including the Publication Scheme; managing complaints, MP and member enquiries, FOI / EIR requests; Subject Access Requests; providing the Local Land Charges function.  <b>Democracy Services</b> - maintains independent scrutiny function, support to Councillors and Mayor & ensures council has robust decision making arrangements.  <b>Electoral Services</b> - Electoral Services carries out the statutory maintenance of the register of electors, administers elections and referendums and undertakes the work needed on boundary and electoral reviews.  <b>Internal Audit and Fraud Investigations</b> - Merton has joined the audit and fraud partnership with its neighbouring authorities. Internal Audit covered by SWLAP (South West London Audit Partnership) and fraud investigations covered by SWLFP (South West London Fraud Partnership) covering Merton, Kingston, Richmond, Sutton and Wandsworth). The service provides independent, objective appraisal of risk management, governance & internal control processes and fraud risks including planned & unplanned audits. Co-ordinates the Annual Governance Statement. Reviews and updates anti fraud polices. Reports poor practice/weak controls to members. Fraud investigates external allegations by residents e.g blue badge, tenancy and council tax and employee fraud.  There is also the shared Legal service with the London Borough of Richmond, Wandsworth, Sutton and Kingston; this service has its own Service Plan.	Residents	209,421	210,452	<b>212,658</b>	214,740	216,661	218,298				
	Officers	↓	↓	↓	↓	↓	↓				
	Councillors (numbers from 2020 onwards subject to Boundary Commission Review)	60	60	<b>60</b>	60	57	57				
	Elections	1	1	<b>1</b>	0	2	0				
	Anticipated non financial resources	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24				
	Staff (FTE)	28.8	28.9	<b>23.8</b>	23.8	23.8	23.8				
	Staff - Election	800	800	<b>500</b>	0	1,600	0				
	Staff - Canvas	150	150	<b>150</b>	50	50	50				
	Performance indicator	Actual Performance (A) Performance Target (T) Proposed Targets (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	% FOI requests dealt with in time (20 days)	2018/19(A)	2019/20(T)	2020/21(P)	2021/22(P)	2022/23(P)	2023/24(P)	High	Monthly	Perception	Reduced customer service
% of FOI requests dealt with in time if an extension has been applied (40 days)	N/A	N/A	<b>90%</b>	90%	90%	90%	High	Monthly	Perception	Reduced customer service	
% of Complaints dealt with in time	48.61	90%	<b>90%</b>	90%	90%	90%	High	Monthly	Perception	Reduced customer service	
% of Complaints progressed to Stage 2	11%	9%	<b>9%</b>	9%	9%	9%	Low	Quarterly	Perception	Reduced customer service	
% of Ombudsman investigations answered in time	N/A (two new measures replace original measure)		<b>90%</b>	90%	90%	90%	High	Quarterly	Perception	Government intervention	
% of Ombudsman contact answered in time			<b>90%</b>	90%	90%	90%	High	Monthly	Quality	Rework	
% of Ombudsman complaints partially or fully upheld	46%	40%	<b>60%</b>	60%	60%	60%	Low	Quarterly	Perception	Government intervention	
Number of audits completed against plan	94.12	90%	<b>90%</b>	90%	90%	90%	High	Quarterly	Business critical	Increased fraud	
Number of overdue audit actions against agreed audit actions	N/A - new measure		<b>10%</b>	10%	10%	10%	Low	Quarterly	Business critical	Increased fraud	
Number of new electors added to the register of electors	22,993	25,000	<b>25,000</b>	TBC	TBC	TBC	High	Annual	Perception	Reduced customer service	
% Councillors who agree scrutiny function is effective	62%	80%	<b>82%</b>	75%	75%	80%	High	Annual	Perception	Poor decision making	

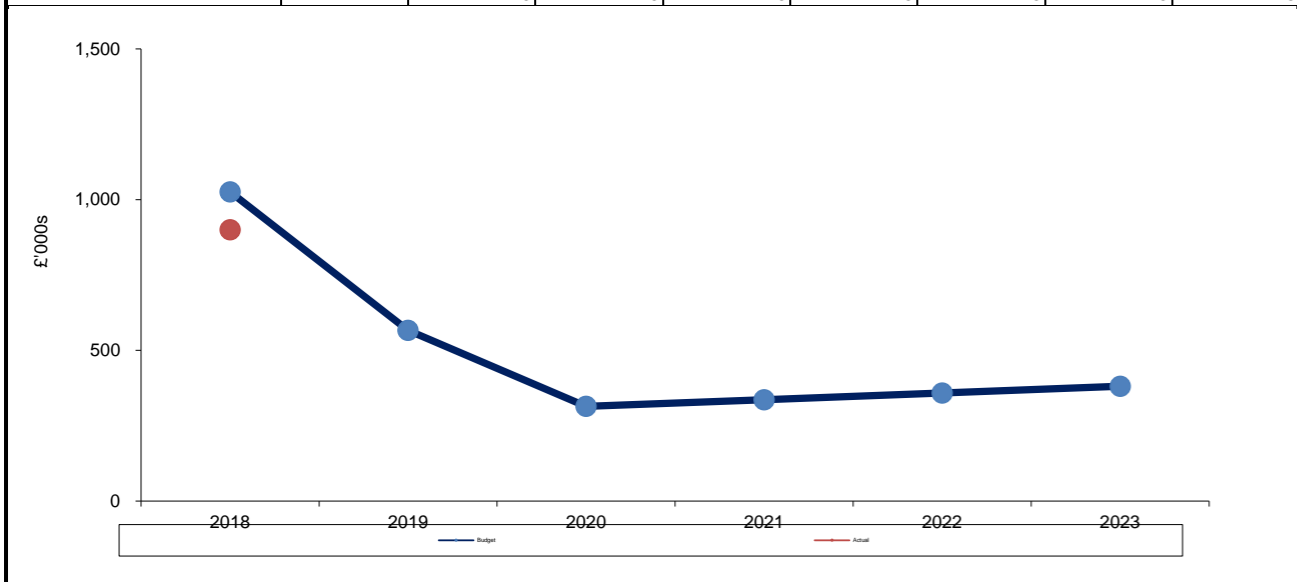
DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
<b>Expenditure</b>	<b>3,212</b>	<b>3,205</b>	<b>3,310</b>	<b>(3)</b>	<b>3,060</b>	<b>3,082</b>	<b>3,104</b>	<b>3,126</b>
Employees	1,469	1,429	1,511	(42)	1,270	1,270	1,270	1,271
Premises	0	17	0	6	0	0	0	0
Transport	22	6	8	(2)	15	15	15	15
Supplies & Services	1,065	953	1,043	35	1,022	1,038	1,053	1,069
3rd party payments	390	380	396	0	402	408	414	420
Support services	266	420	352	0	352	352	352	352
Depreciation								
<b>Revenue £'000s</b>	<b>Final Budget 2018/19</b>	<b>Actual 2018/19</b>	<b>Budget 2019/20</b>	<b>Forecast Variance 2019/20 P7</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>	<b>Budget 2022/23</b>	<b>Budget 2023/24</b>
<b>Income</b>	<b>2,186</b>	<b>2,305</b>	<b>2,744</b>	<b>(127)</b>	<b>2,746</b>	<b>2,746</b>	<b>2,746</b>	<b>2,746</b>
Government grants	49	94	0	0	0	0	0	0
Reimbursements	130	91	130	(19)	130	130	130	130
Customer & client receipts	317	410	148	(108)	150	150	150	150
Recharges	1,690	1,710	2,466	0	2,466	2,466	2,466	2,466
Reserves								
Capital Funded								
<b>Council Funded Net Budget</b>	<b>1,026</b>	<b>900</b>	<b>567</b>	<b>(130)</b>	<b>314</b>	<b>336</b>	<b>358</b>	<b>381</b>
Capital Budget £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
		0	0	0	0	0	0	0



**Summary of major budget etc. changes**

**2020/21**

2019-20 CS27 Merge Democracy Services and Electoral Services £70k  
 2020-21 CS14 Corporate Governance AD - Running Costs £24k  
 2020-21 CS15 Information Governance - reduction in consultancy spend £10k

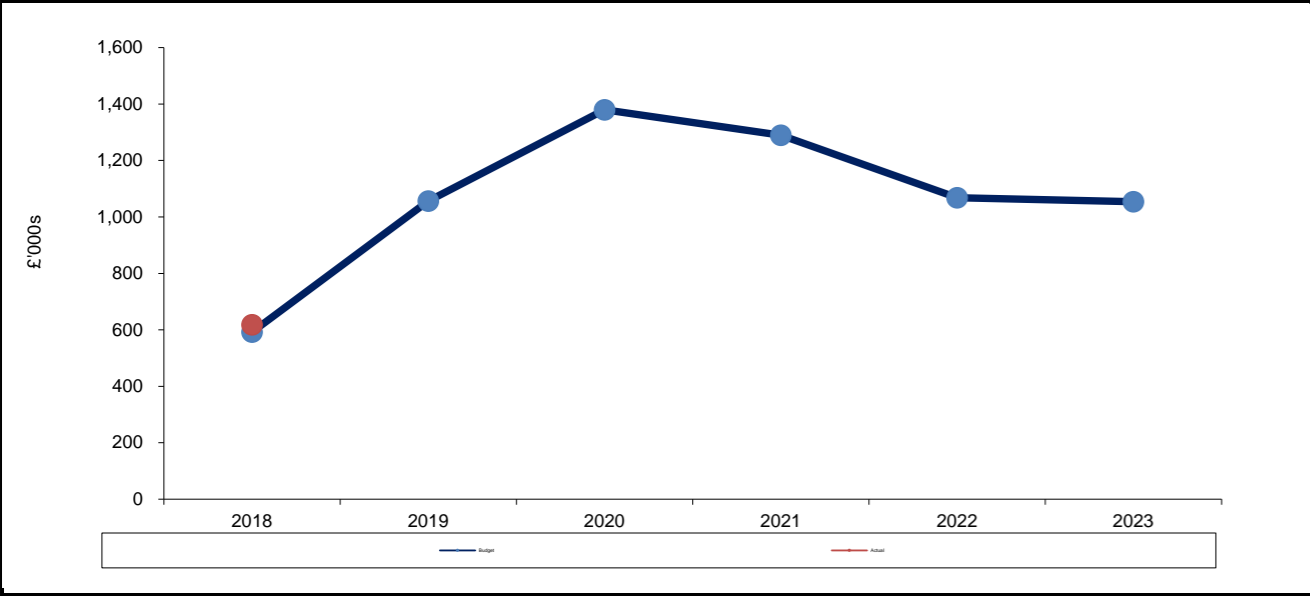
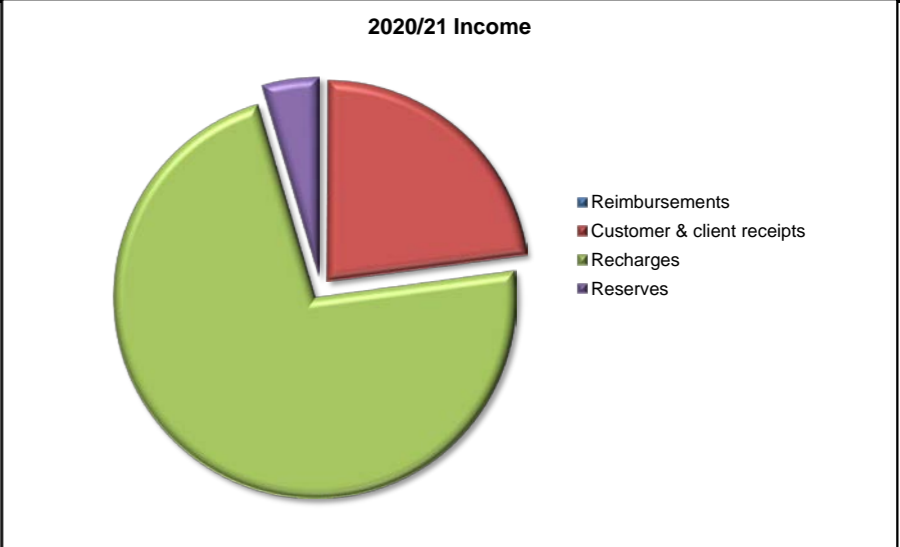
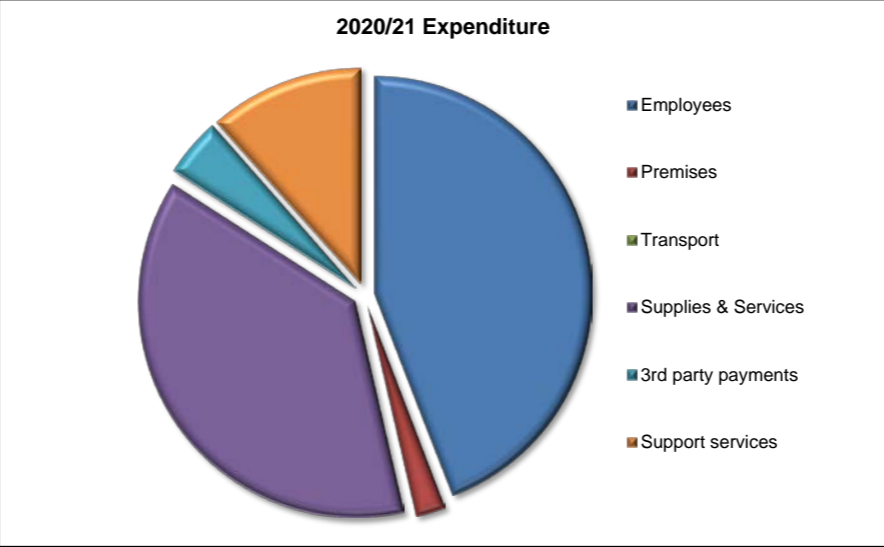


2021/22
2022/23
2023/24

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD							
Corporate Governance							
PROJECT DESCRIPTION			MAJOR PROJECTS BENEFITS		Risk		
			Likelihood	Impact	Score		
<b>Project 1</b>		Project Title:	<b>Efficiency programme</b>		Improved efficiency (savings)		
Start date	2015-16	Project Details:	To further reduce spend on printing committee agendas by moving CMT members to paperless agendas for LSG, Cabinet, Council and other committees. To encourage Cabinet Members and level 2 managers to follow suit. To encourage the Mayor and Group Leaders to produce electronic Christmas cards to save money on print and postage. To continue to monitor and review the impact of the Service Level Agreement in the Mayor's Office, particularly in relation to spend on drivers, and negotiate further changes as required to achieve manageable levels of activity and further reduction in spend. To promote online event booking to save staff time and provide improved service for customers.		3	1	3
End date	2021-22						
<b>Project 2</b>		Project Title:	<b>Scrutiny Improvement Programme</b>		Improved customer experience		
Start date	2018-19	Project Details:	To build on the recommendations of the review carried out by the Centre for Public Scrutiny in order to improve effectiveness and impact of the scrutiny function and to engage all non-executive councillors in scrutiny activities. The action plan will be developed by a cross party councillor working group and agreed by the Overview and Scrutiny Commission and reviewed each year when it receives the Annual Member Survey. Increase public involvement and use of external expert witnesses.		2	1	2
End date	2021-22						
<b>Project 3</b>		Project Title:	<b>Creation of centralised Local Land Charges Register</b>		Improved customer experience		
Start date	2014-15	Project Details:	Review of LLC service delivery; dependent on national directive		3	1	3
End date	2020-21						
<b>Project 4</b>		Project Title:	<b>2018/22 Administer statutory elections, referendums and ballots.</b>		Risk reduction and compliance		
Start date	2018-19	Project Details:	Administer full borough council elections in 2022, Mayor of London and London Assembly elections in 2020, and the next parliamentary General Election (currently scheduled for 2024) together with any other referendums and ballots that may be required.		3	3	9
End date	2021-22						
<b>Project 5</b>		Project Title:	<b>Work with Local Government Boundary Commission on planned Electoral Review of Merton - implementation for 2022 Council elections</b>		Infrastructure renewal		
Start date	2019-20	Project Details:	Council size proposal due March 2019, warding patterns proposal due July 2019. Draft recommendations published September 2019. Final recommendations published February 2020.		3	2	6
End date	2020-21						
<b>Project 6</b>		Project Title:	<b>Data Protection Act (DPA18) / General Data Protection Regulation (GDPR)</b>		Risk reduction and compliance		
Start date	2017-18	Project Details:	Refresh of all IG related policies and strategies and promote to all staff.		3	2	6
End date	2020-21						
<b>Project 7</b>		Project Title:	<b>To reduce printing costs</b>		Improved efficiency (savings)		
Start date	2019-20	Project Details:	Roll out Modern Gov App to encourage councillors and senior officers to go paperless at Committee meetings. Identify champions. Cascade from CMT.		3	1	3
End date	2020-21						

Customers, Policy & Improvement	Planning Assumptions						Appendix 8				
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance	Anticipated demand	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Primary strategies your service contributes to			
<b>Customer Experience &amp; Communication will:</b> - Through Merton Link provide a first point of contact for most council customers and visitors both face-to-face and by the telephone. Deliver a Translations service and discharge the Concessionary Travel Scheme. Act as a client for the multi-borough coroners Keep residents and Merton's key stakeholders well informed using a range of channels including digital and media relations. Oversee and promote effective Consultation and Engagement corporately. <b>Continuous Improvement and Corporate Change will:</b> - Support DMTs to embed a culture of continuous improvement within the organisation through the provision of tools, techniques, advice and support – including but not limited to Lean. - Quality assure the Portfolio on behalf of Merton Improvement Board (MIB), CMT & DMTs - Drive and facilitate the strategic planning process, whether via the TOMs or an alternative mechanism - Ensure change is effectively planned for and managed across the organisation, embedding change management principles and methodologies. The <b>Policy, Strategy and Partnerships team</b> will: - support the council's partnership framework including the Merton Partnership Executive Board, Compact Board and Annual Meeting of the partnership - commission community advice and voluntary sector support services - manage the council's performance framework and reporting on the council's performance on KPIs - provide advice on equalities and preventing terrorism - provide policy support to CMT including the development of a new Community Plan and the implementation of recommendations from the LGA Peer Challenge The <b>Registrars Service</b> will discharge the council's responsibilities for the registration of births, deaths, marriages	Telephone callers (figs reflecting 2019 restructure)	400,000	250,000	<b>230,000</b>	210,000	200,000		Communications Strategy			
	Face to face customers (figs reflecting 2019 restructure)	70,000	65,000	<b>60,000</b>	55,000	50,000		Customer Contact Strategy			
	Continuous improvement & Corporate Change (days)	1100	1100	<b>1320</b>	1320	660	660	Equalities Strategy			
	Policy, Strategy & Partnerships (days)	1012	1232	<b>1452</b>	1232	1232	1012	Information Management Strategy			
	Communications & Engagement (days)	1430	880	<b>880</b>	1430	1430		Social Media Strategy			
	<b>Anticipated non financial resources</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>		Voluntary Sector Strategy		
	Staff - CI & CC (FTE & fixed term)	5.0	7.0	<b>8.0</b>	8.0	5.0	5.0				
	Staff - Policy, Strategy & Partnerships	4.6	5.6	<b>6.6</b>	5.6	5.6	4.6				
	Staff - Customer Services	30.5	29.5	<b>34.3</b>	34.3	32.3	32.3				
	Staff - Comms & Engagement	6.5	6.5	<b>6.5</b>	6.5	6.5	6.5				
	<b>Performance indicator</b>	<b>Actual Performance (A) Performance Target (P) Proposed Target (T)</b>						<b>Polarity</b>	<b>Reporting cycle</b>	<b>Indicator type</b>	<b>Main impact if indicator not met</b>
		2018/19(A)	2019/20(T)	2020/21(P)	2021/22(P)	2022/23(P)	2023/24(P)				
	% of positive and neutral media coverage tone	76.99	85%	<b>75%</b>	75%	75%	75%	High	Monthly	Perception	Reputational risk
	Number of volunteers recruited through MVSC	393	350	<b>350</b>	367	385	404	High	Quarterly	Outcome	Reduced customer service
	First contact resolution (Merton Link)	83.73	75%	<b>75%</b>	75%	76%	77%	High	Monthly	Perception	Reduced customer service
Income from Registrars' events	655,491	400,000	<b>400,000</b>	400,000	400,000	400,000	High	Monthly	Business critical	Loss of income	
Digital take up (CRM services)	N/A	N/A	<b>60%</b>	61%	63%	65%	High	Monthly	Outcome	Reduced customer service	
Ease of use of website - %	N/A	N/A	<b>45%</b>	46%	47%	48%	High	Monthly	Quality	Reduced customer service	
Appointment availability of Registration Services	N/A	N/A	<b>95%</b>	95%	95%	95%	High	Monthly	Quality	Reduced customer service	
Resources raised by Merton Giving for the Voluntary Sector	N/A	N/A	<b>£60,000</b>	£63,000	£66,150	£69,457	High	Quarterly	Outcome	Reduced uptake of service	

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
<b>Expenditure</b>	<b>5,226</b>	<b>5,194</b>	<b>5,098</b>	<b>24</b>	<b>5,293</b>	<b>5,310</b>	<b>5,180</b>	<b>5,166</b>
Employees	2,074	2,060	2,139	76	2,337	2,337	2,338	2,289
Premises	145	170	117	23	117	119	121	123
Transport	3	2	3	(2)	1	1	1	1
Supplies & Services	1,989	2,154	1,989	166	1,995	2,006	1,870	1,899
3rd party payments	318	0	242	(239)	233	237	241	244
Support services	697	808	609	-	609	609	609	609
Depreciation								
<b>Revenue £'000s</b>	<b>4,634</b>	<b>4,576</b>	<b>4,042</b>	<b>(148)</b>	<b>3,913</b>	<b>4,021</b>	<b>4,112</b>	<b>4,112</b>
Government grants	51	51	0	(51)	0	0	0	0
Reimbursements	3	33	3	2	3	3	3	3
Customer & client receipts	1,152	1,225	967	(100)	982	982	982	982
Recharges	3,583	3,422	3,126	0	3,126	3,126	3,126	3,126
Reserves	-155	-155	-54	0	-198	-91	0	0
Capital Funded								
<b>Council Funded Net Budget</b>	<b>592</b>	<b>618</b>	<b>1,056</b>	<b>(125)</b>	<b>1,380</b>	<b>1,289</b>	<b>1,068</b>	<b>1,054</b>
<b>Capital Budget £'000s</b>	<b>Final Budget 2018/19</b>	<b>Actual 2018/19</b>	<b>Budget 2019/20</b>	<b>Forecast Variance 2019/20 P7</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>	<b>Budget 2022/23</b>	<b>Budget 2023/24</b>
Customer Contact Programme	0	125	473	(180)	1,350	1,900	0	0
	0	125	473	(180)	1,350	1,900	0	0

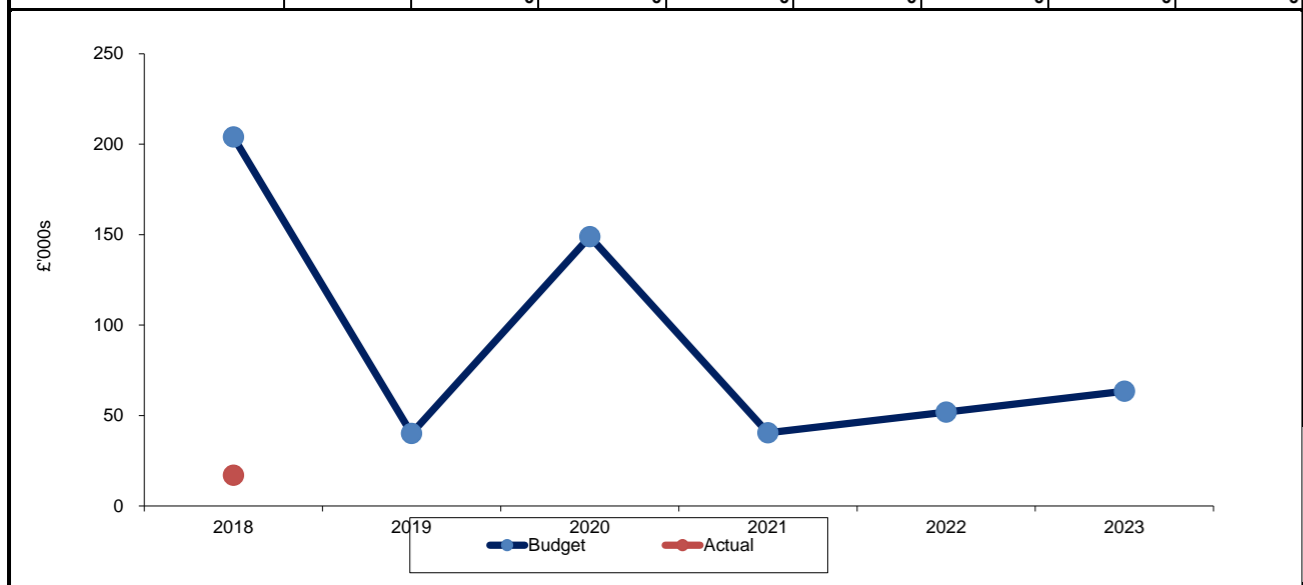
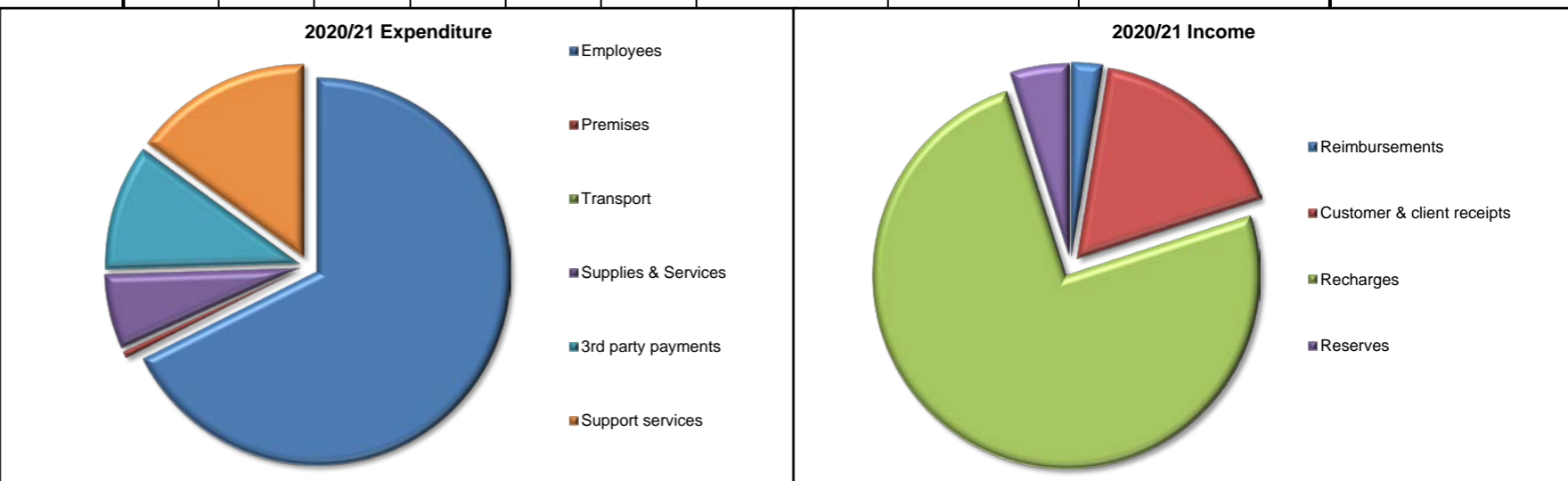


Summary of major budget etc. changes	
<b>2020/21</b>	2019-20 CS02 Charge for Blue Badges £15k CS2016 -06 Merton Link - efficiency savings £30k 2019-20 CS28 Cash Collection reduction £12k 2020-21 CS5 Reduction in various running costs across the division £20k 2020-21 CS6 Community engagement - reduction in running costs £8k
<b>2021/22</b>	2019-20 CS28 Cash Collection reduction £19k
<b>2022/23</b>	2019-20 CS28 Cash Collection reduction £13k 2019-20 CS04 Reduce strategic partner grant by 10% £78k 2020-21 CS7 Staff Reductions £75k
<b>2023/24</b>	2023-24 CS15 Policy & Partnerships - reduce headcount £50k

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD									
Customers, Policy & Improvement									
PROJECT DESCRIPTION			MAJOR PROJECT BENEFIT		Risk				
					Likelihood	Impact	Score		
<b>Project 1</b>		Project Title:	<b>Website Improvement Project</b>		Improved customer experience				
Start date	2019-20	Project Details:	Deliver the Customer Contact Strategy		The programme is part of the move to a 21st Century organisation, with technology that supports a more comprehensive and cohesive service to customers and recognises the new, modern ways in which they wish to access services. Through channel shift and a reduction in avoidable contact/failure demand we expect the programme to support and enable the achievement of savings and efficiencies within individual services.		3	3	9
End date	2021-22								
<b>Project 2</b>		Project Title:	<b>Redesign of Merton Link</b>		Improved customer experience				
Start date	2019-20	Project Details:	Implement the redesign of Merton Link to improve the customer experience and increase self service.				2	2	4
End date	2020-21								
<b>Project 3</b>		Project Title:	<b>Implement recommendations of internal review and LGA Peer Challenge</b>		Improved effectiveness				
Start date	2019/20	Project Details:	Manage the workstreams implementing the recommendations from the Internal Review and LGA Peer Challenge. Provide programme, project and policy support to the workstreams		To build on the elements of the Merton organisational model that have ensured we are well placed moving forward and to optimise the opportunities to improve as a council.		3	2	6
End date	2020/21								

Human Resources	Planning Assumptions						The Corporate strategies your service contributes to				
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance	Anticipated demand	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24				
Enter a brief description of your main activities and objectives below  1) Support effective people management across the organisation through development of a workforce strategy/TOM people layer 2) Implement and maintain efficient HR transactions for recruitment, induction, employee data, payroll, performance management, appraisal, learning and development 3) Provide HR advice and consultancy 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 6) Support and develop capacity building in Members	Employees in Merton for HR, payroll, advice, L&D, EAP etc.	4,000	3,800	6,000	6,000	6,000		Workforce Strategy	Workforce Strategy	Workforce Strategy	
	<i>Employee figures now include Schools, Casuals and Shared Services expansion</i>										
	New recruits to be appointed	140	145	140	142	142			Economic Development Strategy	Economic Development Strategy	
	New Apprentices to be appointed	33	33	33	33	33			Equality and Community Cohesion Strategy	Equality and Community Cohesion Strategy	
	Anticipated non financial resources	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24				
	Staff (FTE)	32.5	32.5	32.8	32.8	32.8	32.8				
	Apprentices (FTE)	0	4	5	5	5	5				
	Performance indicator	Actual Performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
		2018/19(A)	2019/20(T)	2020/21(P)	2021/22(P)	2022/23(P)	2023/24(P)				
	No. of working days per FTE lost to sickness absence excluding schools	9.55	7	8.5	TBC	TBC	TBC	Low	Quarterly	Outcome	Increased costs
Length of time from Job being advertised to offer being made	N/A - indicator has been revised		45	45	45	45	Low	Quarterly	Outcome	Increased costs	
Completion of all performance appraisals	86%	98%	100%	100%	100%	100%	High	Annual	Outcome	Poor decision making	
Voluntary turnover rate (the rate of resignations)	7.54	12%	12%	12%	12%	12%	Low	Quarterly	Outcome	Reputational risk	
No. of Apprentices excluding schools (Govt Apprenticeship Levy Scheme)	175	60	60	TBC	TBC	TBC	High	Quarterly	Outcome	Increased costs	
No. of Apprentices in schools (Govt Apprenticeship Levy Scheme)	N/A	30	30	TBC	TBC	TBC	High	Quarterly	Outcome	Increased costs	

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
<b>Expenditure</b>	<b>2,817</b>	<b>2,661</b>	<b>2,930</b>	<b>209</b>	<b>2,899</b>	<b>2,791</b>	<b>2,802</b>	<b>2,814</b>
Employees	1,910	1,826	1,948	154	1,959	1,963	1,966	1,969
Premises	48	12	49	0	16	16	17	18
Transport	2	4	2	(2)	4	4	4	4
Supplies & Services	195	131	196	76	181	64	66	69
3rd party payments	294	284	303	(20)	307	312	316	321
Support services	368	404	432	0	432	432	432	432
Depreciation								
<b>Revenue £'000s</b>	<b>Final Budget 2018/19</b>	<b>Actual 2018/19</b>	<b>Budget 2019/20</b>	<b>Forecast Variance 2019/20 P7</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>	<b>Budget 2022/23</b>	<b>Budget 2023/24</b>
<b>Income</b>	<b>2,613</b>	<b>2,644</b>	<b>2,890</b>	<b>21</b>	<b>2,751</b>	<b>2,751</b>	<b>2,751</b>	<b>2,750</b>
Government grants	0	0	0	0	0	0	0	0
Reimbursements	79	86	79	(21)	79	79	79	79
Customer & client receipts	560	343	560	42	531	531	531	531
Recharges	2,141	2,382	2,292	0	2,292	2,292	2,292	2,292
Reserves	(167)	(167)	(40)	0	(152)	(152)	(152)	(152)
Capital Funded								
<b>Council Funded Net Budget</b>	<b>204</b>	<b>17</b>	<b>40</b>	<b>230</b>	<b>149</b>	<b>40</b>	<b>52</b>	<b>63</b>
Capital Budget £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
			0	0	0	0	0	0



Summary of major budget etc. changes	
2020/21	2019-20 CS24 Realignment/redesign of HR services to provide services to the organisation and mitigate associated risks £50k 2019-20 CS25 Charge for voluntary sector payroll £7k
2021/22	2019-20 CS26 Review of contract arrangements £120k
2022/23	
2023/24	



DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD									
Human Resources									
PROJECT DESCRIPTION			MAJOR PROJECT BENEFIT		Risk				
					Likelihood	Impact	Score		
<b>Project 1</b>		Project Title:	<b>Workforce Strategy</b>		Improved staff skills and development		3	3	9
Start date	2018-19	Project Details:	Deliver the 5 key strands of the Council's workforce strategy to support the wider TOM programme for organisational change						
End date	2020-21								
<b>Project 2</b>		Project Title:	<b>Establishment and workforce</b>		Improved staff skills and development		3	4	12
Start date	2017-18	Project Details:	Embed systems to maintain, monitor and control an accurate establishment and vacancy position across the Council for both permanent and interim staff. Delivered but will always be on ongoing situation.						
End date	2020-21								
<b>Project 3</b>		Project Title:	<b>Apprenticeships</b>		Improved effectiveness		3	3	9
Start date	2017-18	Project Details:	Processes in place to increase the number of apprentices in schools and the organisation. Maximise the use of the Levy. Good progress being made but an ongoing project						
End date	2020-21								
<b>Project 4</b>		Project Title:	<b>Review and retender key HR contracts</b>		Improved effectiveness		3	3	9
Start date	2017-18	Project Details:	Commission Occupational Health, Agency contract, Schools SLAs and Recruitment system are all completed. DBS provision will be reviewed during the course of 2019/20. In hand.						
End date	2020-21								
<b>Project 5</b>		Project Title:	<b>Member Development</b>		Improved effectiveness		2	2	4
Start date	2017-18	Project Details:	Ensure induction and development activities are in place to enable Members to undertake their role. Ongoing						
End date	2020-21								
<b>Project 6</b>		Project Title:	<b>ATS Project</b>		Improved effectiveness		3	3	9
Start date	2019-20	Project Details:	Implement a new Recruitment Management system that will provide more functionality for users.						
End date	2019-20								

**Infrastructure and Technology (previously Infrastructure & Transactions)**  
**Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance**  
**Enter a brief description of your main activities and objectives below**

**Infrastructure & Technology Division (I&T) is a support service made up of seven functions:**

**IT Service Delivery** - IT(SD) supports the councils operations by providing IT infrastructure, desktop equipment and associated software. Fixed and mobile telecommunications, Service Desk facilities, IT Disaster Recovery and Business Continuity arrangements together with IT governance and data security.

**IT Business Systems** - IT (BS) will work with the organisation to establish and deliver the IT strategy and associated implementation plan, ensure a coordinated and planned approach for the implementation and support of technology whilst complying with the agreed corporate IT strategy, standards to support business efficiency and improve service delivery.

**Facilities Management** - FM provides the infrastructure to deliver services through accommodation, building repairs and maintenance for the portfolio of corporate buildings, energy management and conservation, cleaning, catering, print and post room services, security and other associated hard and soft FM services.

**Transactional Services** - Incorporates Accounts Payable, Accounts Receivable, Carefirst Administration and Vendor Maintenance. Ensuring prompt and accurate payment for all goods and services provided to LBM. Raise and issue invoices promptly and accurately to maximise revenue received. Ensuring that Vendor Maintenance database is controlled, accurate and cleansed. Providing training and support for all users of the systems required for payments or invoicing

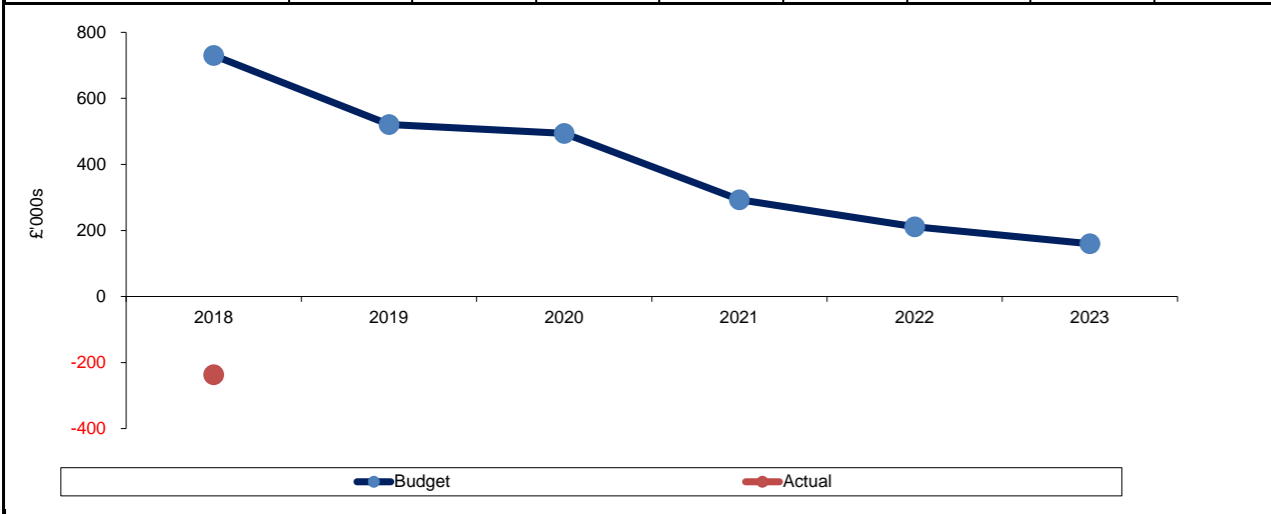
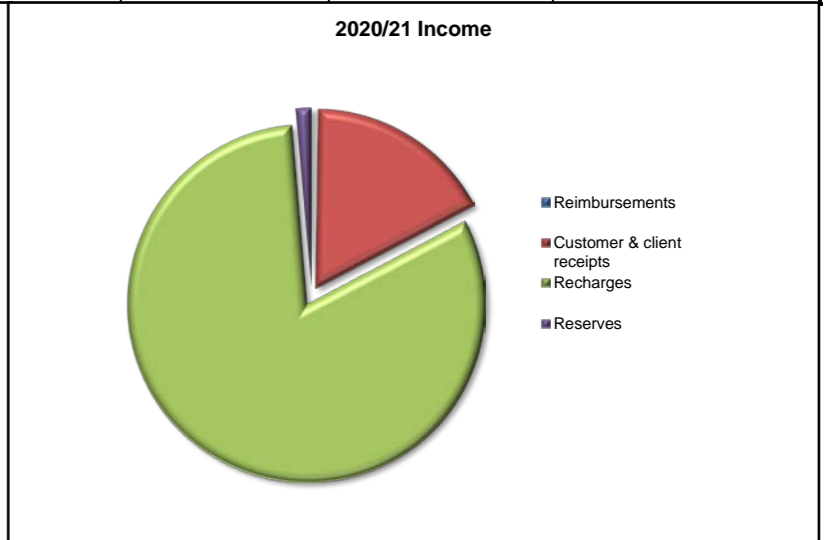
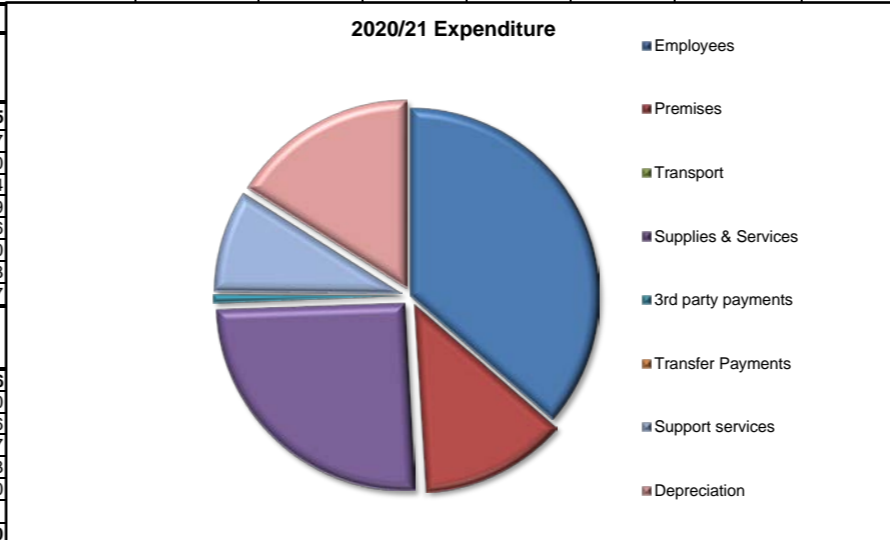
**Safety Services** - Provides Health and Safety, Emergency Planning and Business Continuity services across the Council as required by duties imposed under the Health and Safety At Work Etc. Act 1974, The Management of Health and Safety At Work Regulations 1999, The Civil Contingencies Act 2004 and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

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

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

Anticipated demand		Planning Assumptions					The Corporate strategies your service contributes to			
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	APPENDIX B		
Repairs & Maintenance of Corporate Buildings (Revenue)		700,00	600,00	400,00	400,000	400,000	400,000	Corporate Strategic Plan		
IT Service Calls		27,800	25,500	25,000	25,000	25,000	25,000	IT Strategy and Implementation Plan		
Health & Safety Statutory Inspections		100	100	100	100	100	100	Risk Management Strategy		
Transactions requested by departments		80,000	80,000	80,000	80,000	80,000	80,000	Local Plan		
Number of Client Affairs cases being managed		250	250	250	250	250	250	Procurement Strategy		
Procurement Support (Number of projects)		42	80	80	80	80	80	Workforce Strategy		
Core IT Systems support and management (days)		5,720	5,720	5,720	5,720	5,720	5,720	IT Strategy and Implementation Plan		
Anticipated non financial resources		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24			
FM (FTE)		34.23	34.23	31.63	31.63	31.63	31.63			
Transactional Services (FTE)		13.3	13.3	10.3	7.3	7.3	7.3			
IT Service Delivery (FTE)		28	28	28	28	28	28			
Safety Services (FTE)		4	4	5	5	5	5			
Client Financial Affairs (FTE)		6	6	6	6	6	6			
Commercial Services & Procurement (FTE)		7	9	9	9	4	4			
Management (FTE)		2	2	2	2	2	2			
Business Systems (FTE)		25.2	25.2	26.2	26.2	26.2	26.2			
Performance indicator	Actual Performance Target (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2018/19(A)	2019/20(T)	2020/21(P)	2021/22(P)	2022/23(P)	2023/24(P)				
Completed planned Health & Safety workplace inspections	47	50	50	50	50	50	High	Quarterly	Outcome	Breach statutory duty
The level of CO <sub>2</sub> emissions from the council's buildings (tonnes/tCO <sub>2</sub> e)	5,048	7,128.80	6,823	6,518	6,212	5,907	Low	Annual	Output	Environmental issues
Customer satisfaction - incident resolution, rated good or excellent	95.26%	90%	90%	90%	90%	90%	High	Monthly	Outcome	Reduced customer service
First time fix rate for IT Service Desk	78.13%	75%	75%	75%	75%	75%	High	Monthly	Outcome	Reduced service delivery
IT System Availability	99.58%	99%	99%	99%	99%	99%	High	Monthly	Business critical	Reduced service delivery
Mosaic invoices paid in 30 days from invoice date (minus 4 days for postage)	96.79%	95%	95%	96%	96%	96%	High	Monthly	Business critical	Reduced service delivery
E5 invoices paid in 30 days of receipt by LB Merton	95.47%	95%	95%	96%	96%	96%	High	Monthly	Business critical	Reduced service delivery
% of influencible spend published on contracts register	86%	85%	95%	96%	97%	98%	High	Quarterly	Outcome	Reputational risk

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
<b>Expenditure</b>	<b>14,746</b>	<b>14,954</b>	<b>14,905</b>	<b>(250)</b>	<b>15,189</b>	<b>15,183</b>	<b>15,227</b>	<b>15,175</b>
Employees	5,344	6,014	5,438	192	5,531	5,433	5,385	5,387
Premises	2,262	2,740	2,211	40	1,910	1,948	1,987	1,880
Transport	25	18	25	(5)	23	23	24	24
Supplies & Services	3,532	2,593	3,443	(373)	3,843	3,895	3,947	3,999
3rd party payments	98	0	100	(100)	101	103	104	106
Transfer Payments	9	6	10	(4)	10	10	10	10
Support services	1,129	1,236	1,333	0	1,333	1,333	1,333	1,333
Depreciation	2,347	2,347	2,347	0	2,437	2,437	2,437	2,437
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
<b>Income</b>	<b>14,016</b>	<b>15,191</b>	<b>14,385</b>	<b>531</b>	<b>14,695</b>	<b>14,890</b>	<b>15,016</b>	<b>15,016</b>
Government grants	0	0	0	0	0	0	0	0
Reimbursements	81	118	81	(39)	36	36	36	36
Customer & client receipts	2,362	2,490	2,608	570	2,577	2,697	2,697	2,697
Recharges	11,704	12,714	12,283	0	12,283	12,283	12,283	12,283
Reserves	(131)	(131)	(586)	0	(201)	(126)	0	0
Capital Funded								
<b>Council Funded Net Budget</b>	<b>730</b>	<b>(237)</b>	<b>521</b>	<b>281</b>	<b>494</b>	<b>293</b>	<b>211</b>	<b>160</b>
Capital Budget £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
Capital Building Works	0	611	1,114	(19)	911	950	650	1,375
Invest to Save	0	2,071	166	0	400	300	300	300
Business Systems	0	224	537	0	1,232	125	240	550
Social Care IT System	0	125	425	0	0	0	0	2,100
IT Planned Replacement	0	1,625	2,554	0	660	970	1,005	770
	0	4,656	4,796	-19	3,203	2,345	2,195	5,095



**Summary of major budget etc. changes 2020/21**

**2020/21**

- CS2015-03 Restructure of Transactional Services team £100k
- CSD7 Restructure Print and Post service and delete one post £47k
- 2018-19 CS03 Adjust current Local Authority Liaison Officer (LALO) arrangements to require Assistant Directors to undertake the duties as part of their job description £33k
- 2019-20 CS19 Reduction in the Repairs and Maintenance budgets for the corporate buildings £100k
- 2019-20 CS20 Reduction in the energy 'Invest to Save' budget for the corporate buildings £100k
- 2019-20 CS22 Reduction in the frequency of the cleaning within the corporate buildings £25k
- 2020-21 CS8 A further £100k reduction of the repairs and maintenance budget for corporate buildings £100k
- 2020-21 CS9 Reduction in the frequency of the cleaning within the Councils corporate buildings £30k
- 2020-21 CS13 Cancel lease on two Council vans £15k
- 2020-21 CSG1 Emergency Planning growth £150k
- 2020-21 CSG2 Microsoft Licences (Enterprise Agreement) growth £280k

**2021/22**

- 2019-20 CS21 Implement phase 2 of the Flexible Working Programme to generate additional vacant floor space and generate income from commercial lease arrangements £90k
- 2019-20 CS23 Implement a means assessed charging scheme for appointeeships undertaken by the CFA team £30k
- 2020-21 CS10 Further restructuring of the Transactional Services team £100k

**2022/23**

- 2020-21 CS11 Restructure of the Commercial Services (Procurement) team and deletion of 1 permanent FTE post £50k

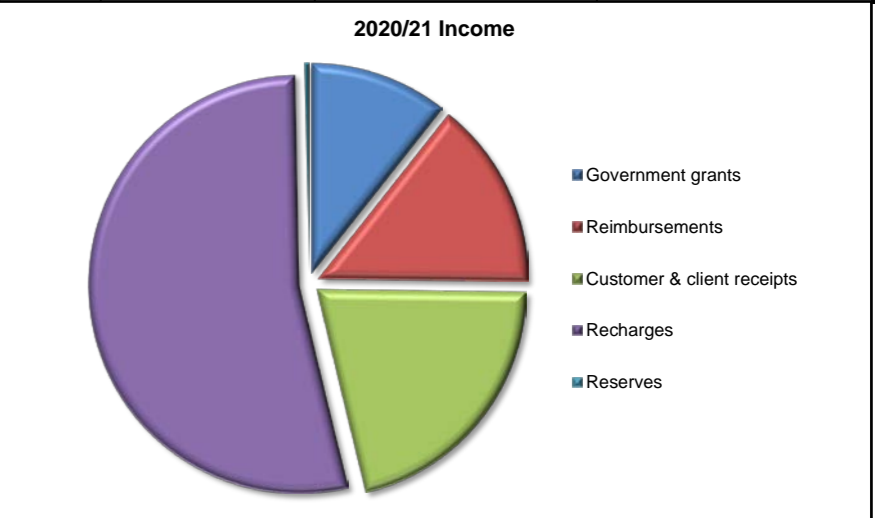
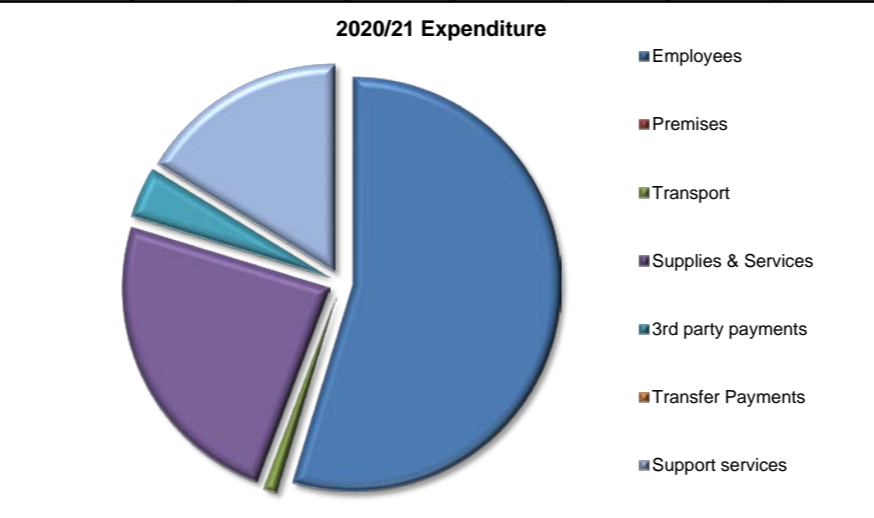
**2023/24**

- 2019-20 CS17 Closure of Chaucer centre and relocation of operational teams at the Civic centre £77k
- 2019-20 CS18 Closure of Gifford House and relocation of SLLP to the Civic centre £69k

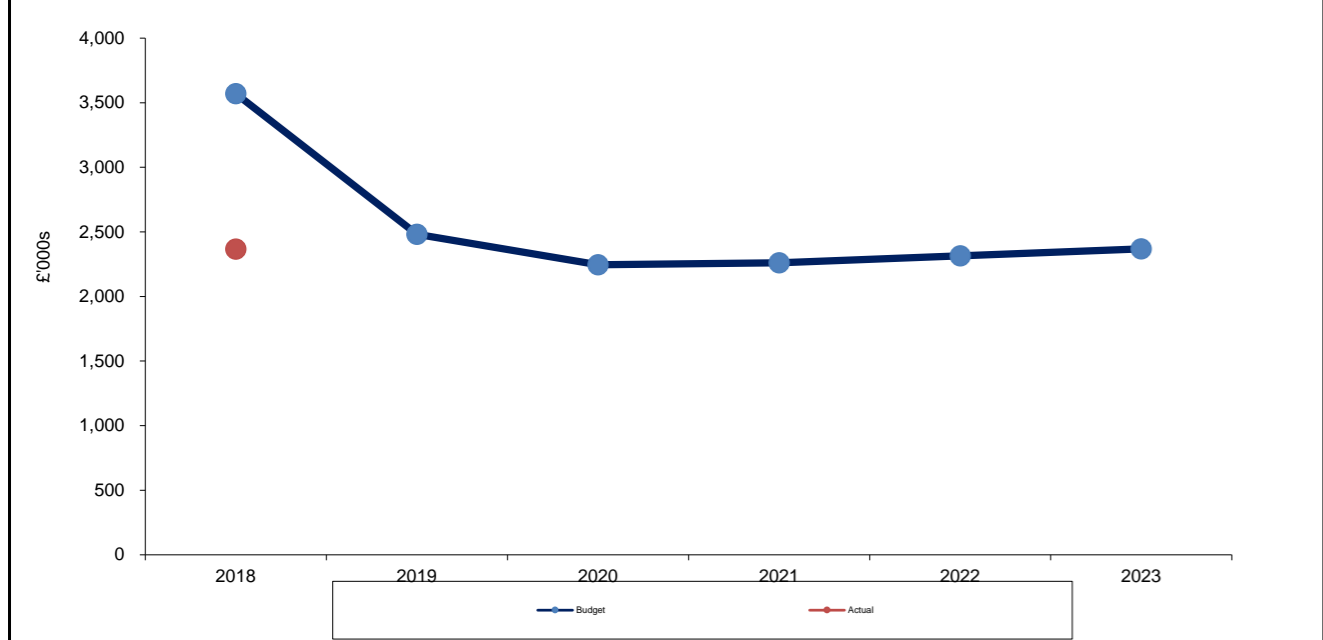
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD									
Infrastructure and Technology (previously Infrastructure & Transactions)									
PROJECT DESCRIPTION			MAJOR PROJECT BENEFIT		Risk				
					Likelihood	Impact	Score		
<b>Project 1</b>		Project Title:	<b>Implementation of IT Strategy &amp; Plan</b>		Infrastructure renewal		3	3	9
Start date	2020-21	Project Details:	Implementation of corporate IT Strategy & Plan which has been developed on the basis of information derived from departmental Target Operating Models.						
End date	2022-23								
<b>Project 2</b>		Project Title:	<b>Implementation of 4P's project</b>		Infrastructure renewal		3	2	6
Start date	2019-20	Project Details:	Procure and implement M3LP and M3PP hosted environment to facilitate the delivery of the three borough shared Regulatory Service.						
End date	2020-21								
<b>Project 3</b>		Project Title:	<b>Implement SMARTER working</b>		Improved effectiveness		2	3	6
Start date	2020-21	Project Details:	Implement phase two of the rebranded flexible working programme which will further develop the innovative use of modern IT technology, infrastructure and office accommodation in order to enable the Council to continue to deliver its services in the most efficient and cost-effective manner possible.						
End date	2021 -22								
<b>Project 4</b>		Project Title:	<b>Upgrade/refurbishment of staff toilets</b>		Improved customer experience		2	1	2
Start date	2020-21	Project Details:	Works to upgrade and refurbish the staff toilets within the Civic centre as part of the agreed planned capital maintenance programme.						
End date	2021-22								
<b>Project 5</b>		Project Title:	<b>Energy "Invest to Save" Initiatives</b>		Improved sustainability		3	2	6
Start date	2020-21	Project Details:	Completion of a range of projects across the Council's 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.						
End date	2021-22								
<b>Project 6</b>		Project Title:	<b>Undertake 'Make/Buy/Share' reviews of key service provision</b>		Improved efficiency (savings)		3	2	6
Start date	2018-19	Project Details:	Review of current operational service delivery models to ensure that the Council is utilising the most cost effective and efficient means of providing services to both internal and external customers.						
End date	2020-21								
<b>Project 7</b>		Project Title:	<b>Upgrade to Office 365</b>		Improved effectiveness		3	2	6
Start date	2019-20	Project Details:	Complete works to upgrade from current version of Microsoft Office to Office 365 and implement cloud based services, including telephony.						
End date	2020-21								
<b>Project 8</b>		Project Title:	<b>Introduction of Artificial Intelligence</b>		Improved effectiveness		3	2	6
Start date	2020-21	Project Details:	Introduction of Artificial Intelligence (Robotics) to automate current manual processing of transactional elements of the Councils operations in order to improve efficiency and reduce operating costs.						
End date	2021-22								
<b>Project 9</b>		Project Title:	<b>Refurbishment of Merton Link</b>		Improved customer experience		3	2	6
Start date	2020-21	Project Details:	Refurbishment of Merton Link and the main reception area in order to promote and enhance the new Customer Contact strategy and improve facilities for staff and visitors.						
End date	2021-22								

Resources		Planning Assumptions						The Corporate strategies your services contribute to				
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance		Anticipated demand		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24			
<p><b>Accountancy</b> manage financial health of the council through advice &amp; support to officers and Members, production of council's financial accounts, revenue &amp; budget setting, profiling and reporting &amp; monitoring. Over the next four years we will transform by improving use of technology /reviewing processes /how information is stored in our financial systems.</p> <p><b>Financial Strategy and Capital</b> manage Financial Strategy &amp; Capital Strategy/Monitoring, Financial Systems Liaison &amp; Development &amp; Strategic and Operational Risk Management. The team facilitate multi-year planning, target resources, manage risk &amp; integrate financial, business information. Over the next four years we will improve robustness of our systems &amp; projections, challenge services to improve their risk management. The Team is also responsible for the support and maintenance of e5 in accordance with legislation and best practice.</p> <p><b>Treasury and pensions</b> manage the Council's treasury (including the day to day cashflow, banking and cash), pension and insurance funds and oversee the contract for pensions administration.</p> <p><b>Local Taxation</b> Responsible for Council tax &amp; Business rates collection and debt recovery</p> <p><b>Housing Benefit</b> Responsible for administering housing and council tax benefit schemes &amp; identification and prevention of fraud.</p> <p><b>Bailiffs</b> Collection of outstanding warrants in a shared service between Sutton &amp; Merton for all areas, especially council tax and parking fines.</p>		Revenue/Capital Budget Managers supported		136/23	136/23	136/23	136/23	136/23	136/23	Capital Strategy		
		Budget & Risk Monitoring Reports		10	10	10	10	10	10	10	Medium term Financial Strategy	
		Benefit/Council Tax support claimants		14,000	14,000	12,750	12,250	12,000	11,750	11,750	Procurement Strategy	
		Council tax properties		85,000	85,500	86,000	86,500	86,750	87,000	87,000	Treasury Management Strategy	
		Anticipated non financial resources		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24			
		Staff (FTE)		145.1	145.5	141.8	141.8	141.8	141.8	141.8		
		Staff (Trainees)		1	1	4	4	4	4	4		
		Performance indicator		Actual Performance (A) Performance Target (T) Proposed Target (P)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
				2018/19(A)	2019/20(T)	2020/21(P)	2021/22(P)	2022/23(P)				
		% of Council tax collected		97.98%	97.25%	97.25%	97.4%	97.6%	97.8%	High	Monthly	Business critical
% Business Rates collected		98.45%	97.50%	97.50%	97.75%	98%	98.25%	High	Monthly	Business critical	Loss of income	
Number of processing days for new Housing Benefit claims		12	14	14	14	14	14	Low	Monthly	Business critical	Customer hardship	
Number of processing days for Housing Benefit change of circumstances		8.21	8	8	8	8	8	Low	Monthly	Business critical	Customer hardship	
% of red risks with current control measures		100	90	90	90	90	90	High	Quarterly	Outcome	Poor decision making	
Accuracy of P10 Revenue Forecast (compared to outturn)		22.65%	90%	90%	90%	90%	90%	High	Annual	Outcome	Poor decision making	
Accuracy of P8 (P9 to 2013/14) Capital Forecast		86.29%	90%	90%	90%	90%	90%	High	Annual	Outcome	Poor decision making	
% of Insurance Claims responded to within 5 working days		93%	96%	96%	TBC	TBC	TBC	High	Quarterly	Outcome	Reduced customer service	
Delivery against current year MTFS savings targets		82.1	100%	100%	100%	100%	100%	High	Quarterly	Business critical	Poor decision making	
Closing Accounts by due date (Publish draft accounts by 31 May, and External Auditor sign off by 31 July)		N/A	N/A	Yes	Yes	Yes	Yes	Yes/No	Annual	Business critical	Reputational risk	
Accuracy of benefit payments over £1500		N/A	N/A	95%	95%	95%	95%	High	Quarterly	Outcome	Loss of income	

Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
<b>Expenditure</b>	<b>12,408</b>	<b>13,219</b>	<b>12,076</b>	<b>1,170</b>	<b>12,041</b>	<b>12,071</b>	<b>12,125</b>	<b>12,180</b>
Employees	6,639	7,435	6,647	756	6,585	6,587	6,589	6,591
Premises	2	2	2	1	2	2	2	2
Transport	130	177	132	73	127	129	131	133
Supplies & Services	3,333	3,305	3,051	244	2,887	2,908	2,954	3,001
3rd party payments	279	393	284	95	479	483	487	491
Transfer Payments	0	2	0	0	0	0	0	0
Support services	2,025	1,905	1,961	0	1,961	1,961	1,961	1,961
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
<b>Income</b>	<b>8,838</b>	<b>10,852</b>	<b>9,594</b>	<b>(1,243)</b>	<b>9,796</b>	<b>9,811</b>	<b>9,811</b>	<b>9,811</b>
Government grants	1,099	1,076	1,099	0	1,050	1,050	1,050	1,050
Reimbursements	1,236	1,930	1,189	(503)	1,435	1,435	1,435	1,435
Customer & client receipts	1,917	2,884	2,067	(741)	2,071	2,086	2,086	2,086
Recharges	4,673	5,049	5,270	0	5,270	5,270	5,270	5,270
Reserves	-87	-87	-30	0	-30	-30	-30	-30
<b>Council Funded Net Budget</b>	<b>3,570</b>	<b>2,367</b>	<b>2,482</b>	<b>(73)</b>	<b>2,246</b>	<b>2,260</b>	<b>2,314</b>	<b>2,369</b>
Capital Budget £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
Financial Systems	0	72	25	0	0	0	700	0
Multi Function Device	0	0	0	0	600	0	0	0
Acquisitions Budget	0	65	0	0	0	0	6,985	0
Capital Bidding Fund	0	0	0	0	0	0	1,186	0
Corporate Capital Contingency	0	0	0	0	0	0	4,834	0
Housing Company	0	0	1,900	0	23,374	0	0	0
Westminster Coroners Court	0	0	5	0	455	0	0	0
	<b>0</b>	<b>137</b>	<b>1,930</b>	<b>0</b>	<b>24,429</b>	<b>0</b>	<b>13,705</b>	<b>0</b>



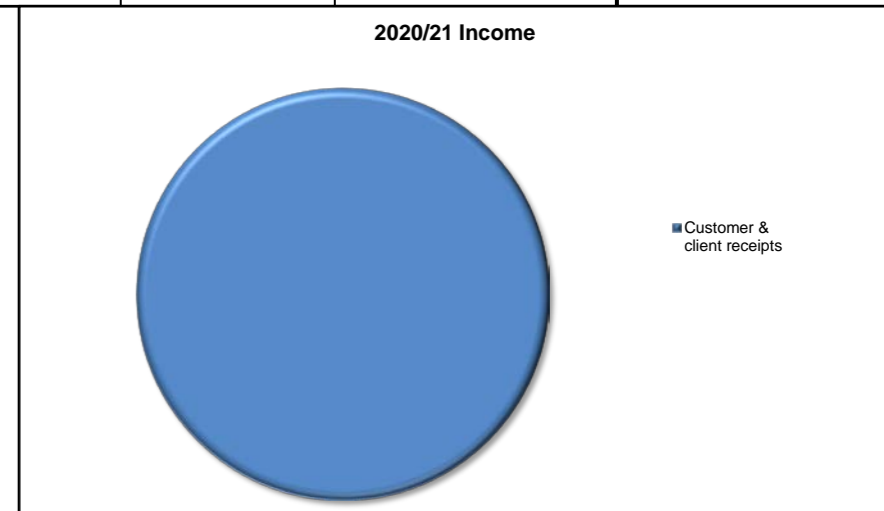
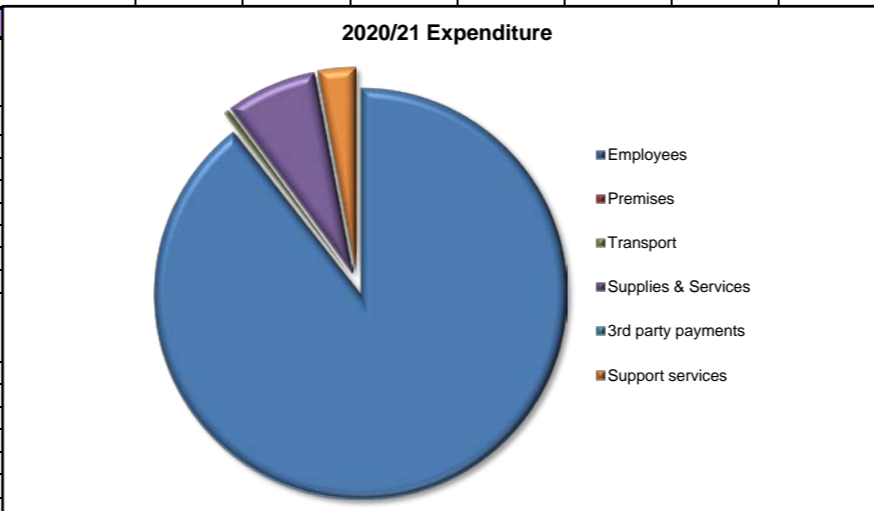
Summary of major budget etc changes	
2020/21	
2018-19 CS06 Miscellaneous budgets within Resources £17k 2018-19 CS07 Retender of insurance contract £50k 2018-19 CS08 Increase in income from Enforcement Service £20k 2019-20 CS06 Revenues and Benefits reduction in staffing £146k 2019-20 CS08 Insurance reduction in staffing £15k 2020-21 CS1 Right sizing charge to Pension Fund for Pension Manager time £24k 2020-21 CS2 Savings in Insurance Fund top up budget £70k	
2021/22	
2018-19 CS07 Retender of insurance contract £25k 2018-19 CS08 Increase in income from Enforcement Service £15k	
2022/23	
2023/24	



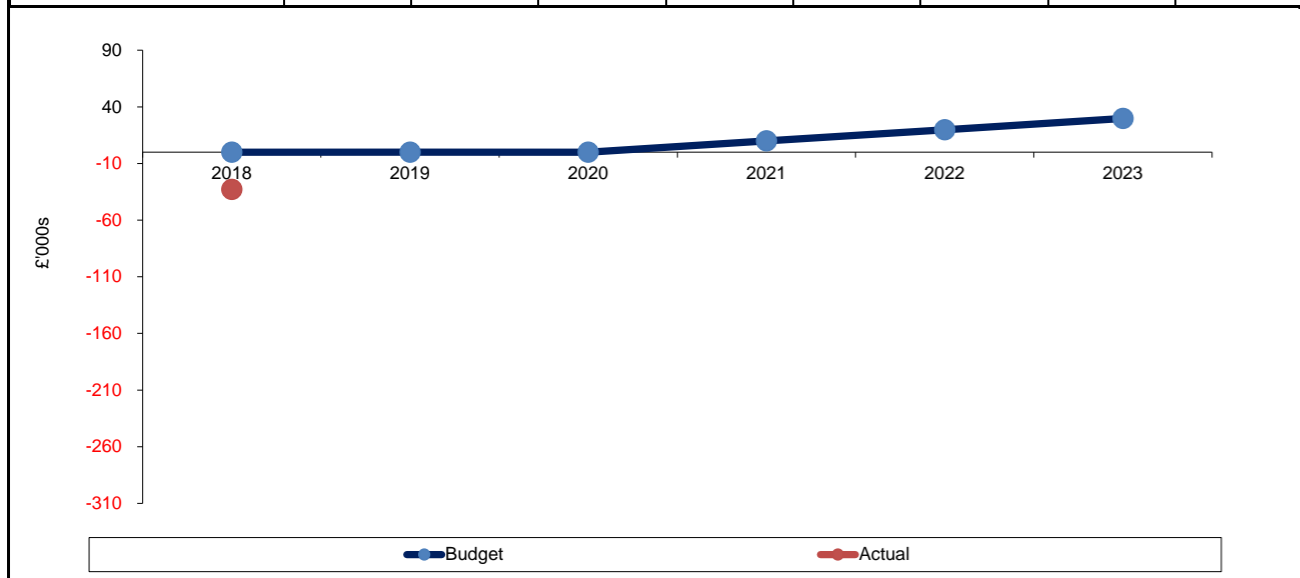
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD					
Resources					
PROJECT DESCRIPTION			MAJOR PROJECT BENEFIT		Risk
			Likelihood	Impact	Score
<b>Project 1</b>		Project Title:	<b>Evaluation of future funding levels</b>		
Start date	<b>2019-20</b>	Project Details:	Analysis of all relevant information relating to local government finance. This will include details provided in annual Local Government Finance Settlements, Annual Budgets, Spending Reviews and other financial information published by the Government. This information is incorporated into the Council's MTFS and updated as part of annual Budget Setting Procedures. Modelling of the retained NNDR system will be undertaken along with sensitivity analysis.	Risk reduction and compliance	6
End date	<b>2023-24</b>				
<b>Project 2</b>		Project Title:	<b>Financial systems</b>		
Start date	<b>2013-14</b>	Project Details:	The E5 Financial System was successfully upgraded to V5.5 in February 2019. We are continuing to upgrade the system functionality, introducing Business Processes manager and E5 Supplier during 2020/21 in addition to developing our reporting suite.	Improved effectiveness	4
End date	<b>2021-22</b>				
<b>Project 3</b>		Project Title:	<b>Improved effectiveness</b>		
Start date	<b>2018-19</b>	Project Details:	This project will be undertaken in four stages (it is envisaged that it will be piloted with vehicles purchasing) 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	Improved effectiveness	6
End date	<b>2021-22</b>				

Shared Legal Services		Planning Assumptions						Indicators				
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance		Anticipated demand		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	service contributes to		
Enter a brief description of your main activities and objectives below												
The service delivers legal advice, support and representation to all services across the London Boroughs of Merton, Sutton, Richmond, Wandsworth and the Royal Borough of Kingston upon Thames, including to arms length delivery vehicles (Achieving for Children, and currently Sutton Housing Partnership) and several local authority trading companies.  The service also provides advice in relation to the constitution and decision making processes in all councils, and advice to members in relation to their roles.		Chargeable hours for Merton	19,125	19,125	17,632	17,632	17,632	17,632	17,632	17,632	Contribute to all Corporate Strategies	
		Chargeable hours for Richmond	13,828	13,828	13,828	13,828	13,828	13,828	13,828	13,828		
		Chargeable hours for Sutton	22,835	22,835	22,835	22,835	22,835	22,835	22,835	22,835		
		Chargeable hours for Kingston	11,329	11,329	11,329	11,329	11,329	11,329	11,329	11,329		
		Chargeable hours for Wandsworth	22,487	22,487	22,487	22,487	22,487	22,487	22,487	22,487		
		Chargeable hours for Achieving for Children	11,222	11,222	11,222	11,222	11,222	11,222	11,222	11,222		
		Chargeable hours for Sutton Housing Partnership	2,516	2,516	2,516	2,516	2,516	2,516	2,516	2,516		
		<b>Anticipated non financial resources</b>		<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>			
		Staff (FTE)	106.1	105.3	121.3	121.3	121.3	121.3	121.3	121.3		
		Apprentices	2	6	3	3	3	3	3	3		
Performance indicator		Actual performance (A) Performance Target (T) Proposed Target (P)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met		
		2018/19(A)	2019/20(T)	2020/21(P)	2021/22(P)	2022/23(P)					2023/24(P)	
Chargeable hours (Shared Legal Services)		103,804	103,939	103,939	TBC	TBC	TBC	High	Monthly	Business critical	Loss of income	
Income for SLLP and 3rd Party		£34,346	£100,000	£230,000	TBC	TBC	TBC	High	Quarterly	Outcome	Loss of income	
1st draft S106 agreement sent to client dept within 10 days		99.25%	95%	90%	TBC	TBC	TBC	High	Quarterly	Perception	Reputational risk	
Prosecutions - number of successful outcomes		93.75%	85%	80%	TBC	TBC	TBC	High	Quarterly	Perception	Reputational risk	
Provide FOI/EIR reviews within 20 working days		75%	80%	90%	TBC	TBC	TBC	High	Quarterly	Perception	Breach statutory duty	
Provide FOI/EIR reviews within 40 working days if an extension has been applied		N/A	N/A	90%	TBC	TBC	TBC	High	Quarterly	Perception	Breach statutory duty	

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
<b>Expenditure</b>	6,892	10,842	7,023	471	8,274	8,284	8,293	8,303
Employees	6,047	6,419	6,168	521	7,399	7,400	7,401	7,402
Premises	5	6	5	0	5	5	5	5
Transport	28	18	28	(11)	34	34	35	35
Supplies & Services	567	4,036	574	(39)	586	595	604	612
3rd party payments	0	118	0	0	0	0	0	0
Support services	245	245	249	0	249	249	249	249
Depreciation								
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
<b>Income</b>	6,892	10,875	7,023	(469)	8,274	8,274	8,274	8,274
Government grants	0	0	0	0	0	0	0	0
Reimbursements	0	3,622	0	(364)	0	0	0	0
Customer & client receipts	6,892	7,253	7,023	(105)	8,274	8,274	8,274	8,274
Recharges	0	0	0	0	0	0	0	0
Capital Funded								
<b>Council Funded Net Budget</b>	0	(33)	(0)	2	0	10	20	30
Capital Budget £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
	0	0	0	0	0	0	0	0



Summary of major budget etc. changes	
<b>2020/21</b>	
2018-19 CS12 SLLP - reduction in legal demand £50k 2019-20 CS14 Impose criminal litigation cap £20k 2019-20 CS15 Reduce civil litigation legal support by 50% £45k	
<b>2021/22</b>	
<b>2022/23</b>	
<b>2023/24</b>	



DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD							
Shared Legal Services							
PROJECT DESCRIPTION			MAJOR PROJECTS BENEFITS		Risk		
			Likelihood	Impact	Score		
<b>Project 1</b>		Project Title:	<b>Increase 3rd party income</b>		Economic outcomes		
Start date	<b>2019-20</b>	Project Details:	To increase income from fees and charges of 3rd parties across all partner councils and explore generating income from providing legal advice and support to other authorities. Target: additional £290k		2	1	2
End date	<b>2020-21</b>						
<b>Project 2</b>		Project Title:	<b>Further expansion of SLLP</b>		Economic outcomes		
Start date	<b>2019-20</b>	Project Details:	To provide an expanded legal support and advice service to Achieving for Children. Income target for 2019/20 - £50k; target for 2020/21: £80k		2	1	2
End date	<b>2020-21</b>						
<b>Project 3</b>		Project Title:	<b>Develop Transactional Team</b>		Improved effectiveness		
Start date	<b>2019-20</b>	Project Details:	To establish a transactional team for high volume routine matters to deliver efficiency savings		2	1	2
End date	<b>2020-21</b>						

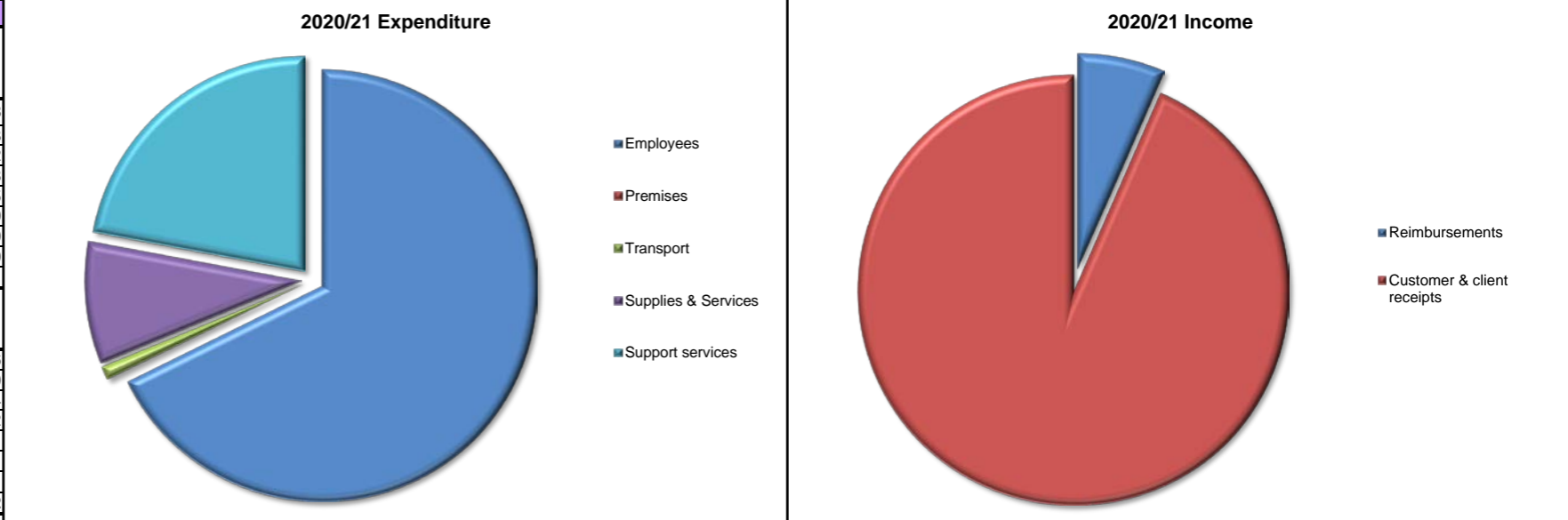




# **Environment & Regeneration**

Development and Building Control		Planning Assumptions						The Corporate strategies your service contributes to				
CIlr Martin Whelton: Cabinet Member for Regeneration, Environment & Housing		Anticipated demand	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24				
Enter a brief description of your main activities and objectives below		Enforcement cases	554	580	<b>580</b>	580	580		Economic Development Strategy			
<b>Building Control</b> Building Control competes with Approved Inspectors (AIS). We provide a Building Control Service in competition with AIS to deliver high quality Building Control advice and regulation. We also regulate safety of structures and sports grounds. <b>Development control</b> Promote sustainable regeneration by assessing and determining planning applications against the adopted policies for the built environment contained within the council's Core Strategy. Continue to implement the Mayoral Community Infrastructure Levy (CIL) charging regime.  <b>Objectives</b> - 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 especially through Planning Performance Agreements. - implement mobile/flexible working to improve efficiency -as part of sustainable communities to enable a comprehensive development management process to encourage regeneration. - re-procure the M3 database (on going) - move away from expensive and transient temporary staff towards a more established and reliable staffing base		Planning applications (economy dependant)	3678	3700	<b>3700</b>	3700	3700		Merton Regeneration Strategy			
		BC applications (economy dependant)	1650	1700	<b>1750</b>	1750	1750		Medium Term Financial Strategy			
		Tree applications	557	550	<b>550</b>	550	550					
		Pre applications	114	115	<b>115</b>	115	115					
		Planning performance agreements	25	25	<b>25</b>	325	325					
		Prior approvals (permitted development)	640	640	<b>650</b>	650	650					
				Anticipated non financial resources	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
				Staff (FTE)	35	34	<b>37</b>	37	37	37		
		Performance indicator		Actual Performance (A) Performance Target (T) Proposed Target (P)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
					2018/19(A)	2019/20(T)	2020/21(P)	2021/22(P)	2022/23(P)	2023/24(P)		
% Major planning applications processed within 13 weeks		83	68	<b>68</b>	68	68	68	High	Monthly	Quality	Reduced customer service	
% minor applications determined within 8 weeks		85	71	<b>71</b>	71	71	71	High	Monthly	Quality	Reduced customer service	
% "other" applications determined within 8 weeks		93	82	<b>82</b>	82	82	82	High	Monthly	Quality	Reduced customer service	
% of appeals lost		24	35	<b>35</b>	35	35	35	Low	Quarterly	Perception	Reputational risk	
Income (Development & Building Control)		1,545,187	£1.886m	<b>£1.886m</b>	£1.886m	£1.886m	£1.886m	High	Monthly	Business critical	Loss of income	
% of Market share retained by local authority (building control)		51.06	54	<b>54</b>	54	54	54	High	Monthly	Perception	Loss of income	
No. of planning enforcement cases closed		662	520	<b>520</b>	520	520	520	High	Monthly	Quality	Reduced service delivery	
No. of backlog planning enforcement cases		901	849	<b>500</b>	500	500	500	Low	Monthly	Output	Reduced service delivery	

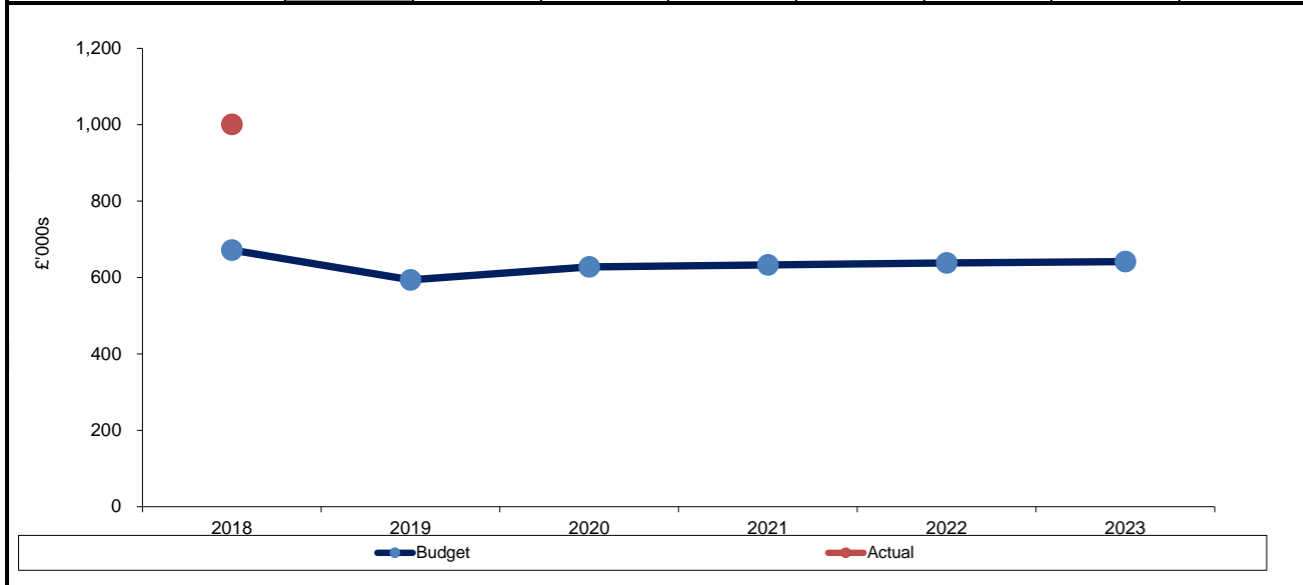
DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
<b>Expenditure</b>	<b>2,656</b>	<b>2,765</b>	<b>2,580</b>	<b>60</b>	<b>2,674</b>	<b>2,679</b>	<b>2,684</b>	<b>2,688</b>
Employees	1,673	1,733	1707	103	1811	1812	1813	1813
Premises	2	4	2	(3)	2	2	2	2
Transport	26	14	27	(17)	27	27	28	28
Supplies & Services	251	257	254	(23)	244	248	251	255
3rd party payments	0	0	0	0	0	0	0	0
Transfer payments	0	0	0	0	0	0	0	0
Support services	704	757	590	0	590	590	590	590
Depreciation								
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
<b>Income</b>	<b>1,984</b>	<b>1,764</b>	<b>1,986</b>	<b>(133)</b>	<b>2,046</b>	<b>2,046</b>	<b>2,046</b>	<b>2,046</b>
Government grants	0	0	0	0	0	0	0	0
Reimbursements	96	219	99	(92)	134	134	134	134
Customer & client receipts	1,888	1,545	1887	(41)	1912	1912	1912	1912
Recharges								
Reserves								
Capital Funded								
<b>Council Funded Net Budget</b>	<b>672</b>	<b>1,001</b>	<b>594</b>	<b>(73)</b>	<b>628</b>	<b>633</b>	<b>638</b>	<b>642</b>



Capital Budget £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
		0	0	0	0	0	0	0

**Summary of major budget etc. changes**

2020/21



2021/22

2022/23

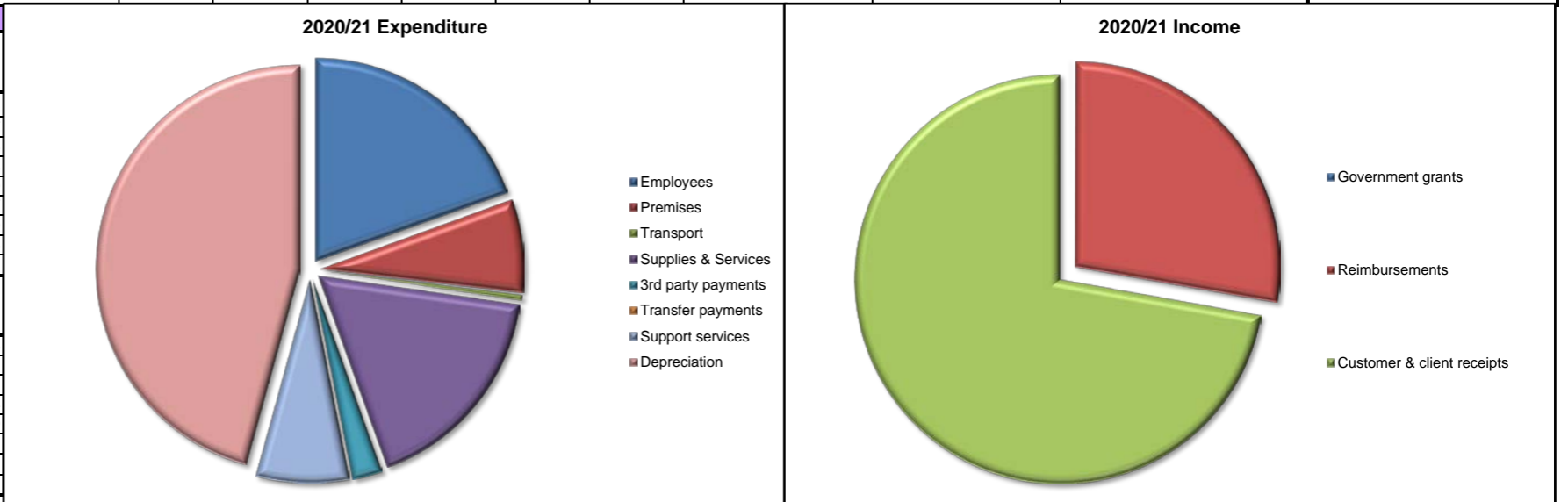
2023/24

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD									
Development and Building Control									
PROJECT DESCRIPTION			MAJOR PROJECT BENEFIT		Risk				
					Likelihood	Impact	Score		
<b>Project 1</b>		Project Title:	<b>Commercialisation of Building Control</b>		Improved efficiency (savings)		3	1	3
Start date	2018-19	Project Details:	This is to ensure Building Control is more commercially aware in a more competitive market.		Additional income generation. More staff resilience				
End date	2021-22								
<b>Project 2</b>		Project Title:	<b>Improving the development management processes</b>		Improved effectiveness		2	2	4
Start date	2018-19	Project Details:	As part of sustainable communities, continue to review the end to end development management process to deliver regeneration objectives.		Improve regeneration opportunities				
End date	2021-22								
<b>Project 3</b>		Project Title:	<b>Developing eforms and M3 capability and e-payments</b>		Improved customer experience		4	1	4
Start date	2018-19	Project Details:	Enforcement eforms, BC eforms . (currently delayed)		Channel shift				
End date	2020-21								
<b>Project 4</b>		Project Title:	<b>Lean review of pre-application process (part of TOM)</b>		Improved effectiveness		6	1	6
Start date	2018-19	Project Details:	To ensure the process is efficient and robust from a customer perspective and to investigate any further income opportunities.		income generation opportunities				
End date	2020-21								
<b>Project 5</b>		Project Title:	<b>Re-procurement of M3 or equivalent IT system</b>		Improved effectiveness		3	1	3
Start date	2018-19	Project Details:	The re-procurement is well underway and the lift and shift planned. The next phase is the step up to the 'Assure' system		Improved Mobile working capability and better working practices				
End date	2020-21								

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Future Merton & Traffic and Highways	Planning Assumptions										
Cllr Martin Whelton: Cabinet Member for Regeneration, Housing and Transport	Anticipated demand	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	contributes to			
Enter a brief description of your main activities and objectives below	Population (GLA housing-led 2016)	209,421	210,452	<b>212,658</b>	214,740	216,661	218,298	Local Plan			
Future Merton is the council's lead on growth and strategic development for the long-term sustainability of the borough. Our primary objective is to make Merton a great place and enhance the quality of life of our residents.	Homes (GLA housing-led 2016)	84,210	84,483	<b>85,762</b>	87,041	88,320		Climate Change Strategy			
	Businesses (includes enterprises)	12,960	13,500	<b>14,000</b>	14,500	14,750		Community Plan			
The team plans and monitors the delivery of new housing in Merton and supports the creation of new businesses and jobs. We manage the council's Highway & Street Lighting contracts and ensure the borough's network of roads, footways, cycleways and street lighting are well maintained and safe.	Electric Vehicles	300	350	<b>400</b>	500	600		Sustainable Transport Strategy (TFL LIP)			
	Anticipated non financial resources	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Housing Strategy			
The team also manage major town centre and estate regeneration projects and lead on the coordination of infrastructure projects such as Crossrail 2 and Tramlink. We are responsible for locally delivering our objectives in the Mayor's London Plan and Mayor's Transport Strategy.	Staff (FTE)	48	49	49	48	48	48	Employment and Skills Action Plan			
								Corporate Asset Management Plan			
Future Merton contributes to the Merton Partnership via the activities of the Sustainable Communities & Transport Partnership (SCTP), Economic Wellbeing Group, Housing Group and Climate Change Steering Group. The team also services the Borough Plan Advisory Committee (BPAC) and Design Review Panel (DRP) and leads on South London Partnership's Transport, Growth & Skills boards.	Performance indicator	Actual Performance (A) Performance Target (T) Proposed Target (P)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
		2018/19(A)	2019/20(T)	2020/21(P)	2021/22(P)	2022/23(P)	2023/24(P)				
Key service areas include: Regeneration, Placemaking, Strategic Planning, Housing Strategy, Economic Development, Traffic & Highways, Transport Planning, Road Safety Education, Flood Mitigation, Urban Design, management of the Community Infrastructure Levy and the management of Vestry Hall.	New homes built annually	429	1328	<b>918</b>	918	918	918	High	Annual	Outcome	Loss of Government grant
	Number of publically available Electric Vehicles Charging Points	78	49	<b>145</b>	175	205	235	High	Annual	Outcome	Reputational risk
Service transformations identified in the TOM involve streamlined processes for project delivery, increased mobile working, increasing online consultations and interactive digitisation and mapping of highway and traffic management asset records.	Number of business premises improved	18	10	<b>10</b>	10	10	10	High	Annual	Outcome	Reputational risk
	Average number of days taken to repair an out of light street light	1	3	<b>3</b>	3	3	3	Low	Quarterly	Quality	Reduced customer service
	Road emergency call outs (% attended to)	99.72	98	<b>98</b>	98	98	98	High	Monthly	Business critical	Reduced customer service
	Carriage way condition - unclassified roads defectiveness condition indicator	Awaited	75	<b>75</b>	75	75	75	High	Annual	Quality	Increased costs
	Footway condition (% not defective, unclassified road)	N/A	75	<b>75</b>	75	75	75	High	Annual	Quality	Increased costs
	Streetworks permitting determined	100	98	<b>98</b>	98	98	98	High	Monthly	Output	Loss of income

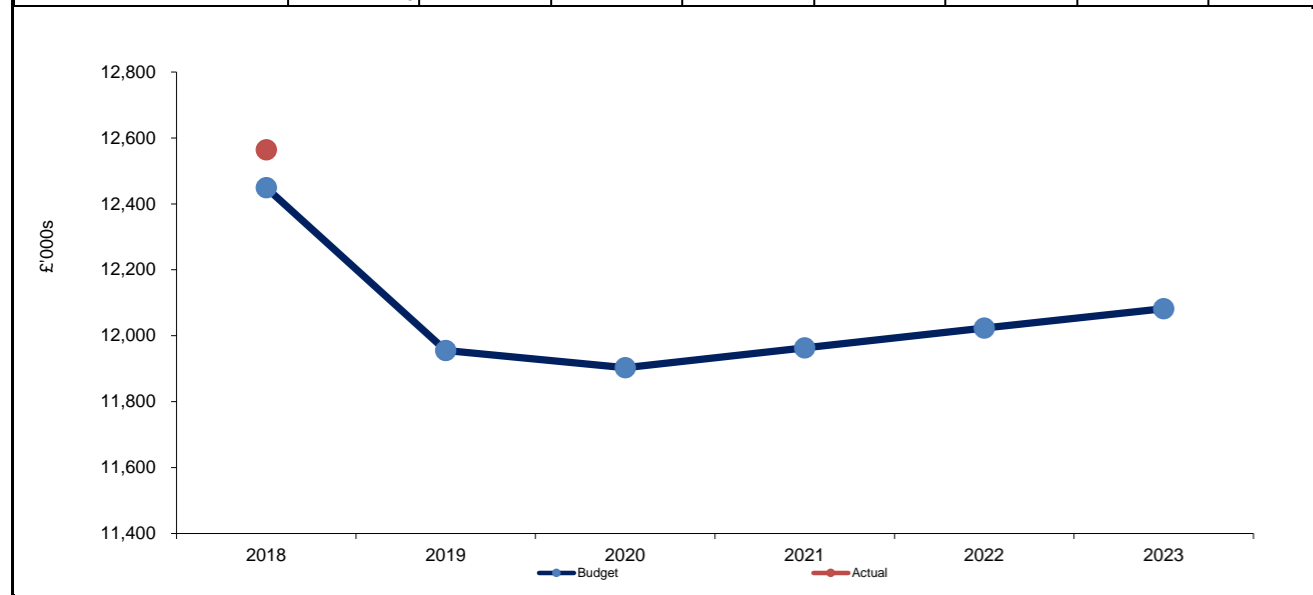
DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
<b>Expenditure</b>	<b>15,780</b>	<b>15,611</b>	<b>14,762</b>	<b>48</b>	<b>14,749</b>	<b>14,809</b>	<b>14,869</b>	<b>14,928</b>
Employees	2,894	2,885	2817	(8)	2874	2879	2883	2887
Premises	1,178	1,265	1192	67	1089	1105	1121	1136
Transport	68	55	69	(14)	61	61	62	63
Supplies & Services	3,206	2,921	2366	(102)	2538	2572	2606	2640
3rd party payments	445	432	435	105	352	357	362	367
Transfer payments	0	0	0	0	0	0	0	0
Support services	1,200	1,264	1093	0	1093	1093	1093	1093
Depreciation	6,789	6,789	6790	0	6742	6742	6742	6742
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
<b>Income</b>	<b>3,331</b>	<b>3,047</b>	<b>2,807</b>	<b>(89)</b>	<b>2,846</b>	<b>2,846</b>	<b>2,846</b>	<b>2,846</b>
Government grants	69	86	1	(17)	1	1	1	1
Reimbursements	1,392	1,032	804	0	791	791	791	791
Customer & client receipts	1,870	1,929	2002	(72)	2054	2054	2054	2054
Recharges	0	0	0	0	0	0	0	0
<b>Council Funded Net Budget</b>	<b>12,449</b>	<b>12,564</b>	<b>11,955</b>	<b>(41)</b>	<b>11,903</b>	<b>11,963</b>	<b>12,023</b>	<b>12,082</b>



Capital Budget £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
Highway Maintenance	0	4,069	4,672	0	5,089	4,699	4,399	3,099
Transport Improvement	0	570	1,981	0	0	0	0	0
Regeneration	0	649	688	0	5,436	3,633	2,100	0
	0	5,288	7,341	0	10,525	8,332	6,499	3,099

**Summary of major budget etc changes**

**2020/21**



**2021/22**

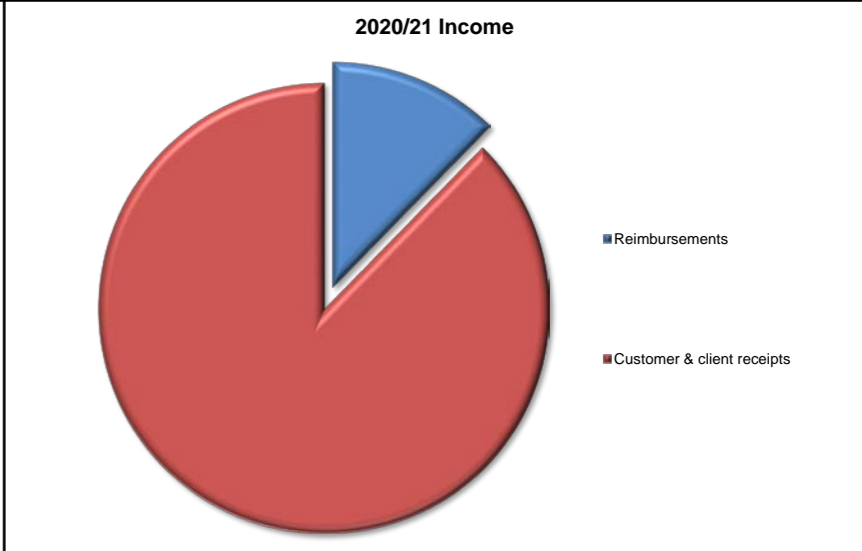
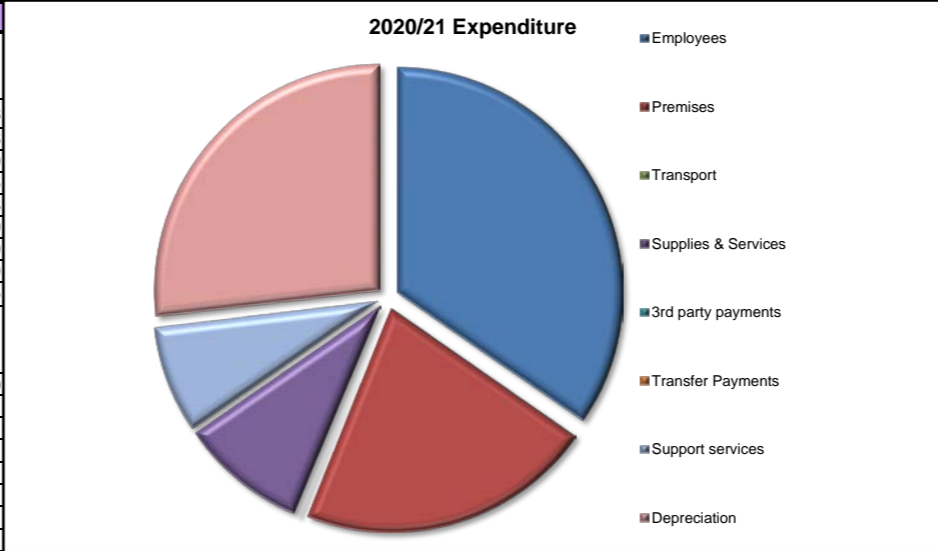
**2022/23**

**2023/24**

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD									
Future Merton & Traffic and Highways									
PROJECT DESCRIPTION			MAJOR PROJECT BENEFITS		Risk				
					Likelihood	Impact	Score		
<b>Project 1</b>		Project Title:	<b>Estate Regeneration</b>		Infrastructure renewal				
Start date	2014-15	Project Details:	Working with Clarion Housing Group to deliver investment in new homes and the regeneration of High Path, Eastfields and Ravensbury estates. Supported by the preparation of a Local Plan (DPD) Also working with Moat housing to co-ordinate investment in regenerating Pollards Hill.		<ul style="list-style-type: none"> <li>- Deliver more homes, including affordable homes (performance indicator)</li> <li>- improve quality of homes for existing and new residents</li> <li>- help address issues of overcrowding for existing residents</li> </ul>		4	3	12
End date	2024-25								
<b>Project 2</b>		Project Title:	<b>Future Wimbledon &amp; Crossrail 2</b>		Economic outcomes				
Start date	2014-15	Project Details:	Identifying the growth potential of Wimbledon as the premier business hub in South London. Explore investment and development opportunities in advance of Crossrail2 and linked to its long-term delivery, and improving the quality of architecture, design and placemaking. Masterplan (2018/2019) Local Plan 2020		<ul style="list-style-type: none"> <li>- Support business and jobs growth in Merton (performance indicator)</li> <li>- Improve economic resilience for the borough (retaining businesses and jobs)</li> <li>- improve quality of life and Merton's reputation through design and infrastructure quality in advance of and to inform the development of Crossrail2</li> </ul>		3	4	12
End date	2022-23								
<b>Project 3</b>		Project Title:	<b>Morden Town Centre Regeneration</b>		Economic outcomes				
Start date	2014-15	Project Details:	Growth, investment and intensification to support regeneration in Morden. Collaborative partnership with TFL Commercial Property to attract a development partner to Morden in 2019. New development and investment in the streetscape and public realm from 2019-2022		<ul style="list-style-type: none"> <li>- Deliver more homes, including affordable homes (performance indicator)</li> <li>- improve Merton's reputation through improved placemaking, design and public realm (performance indicators)</li> <li>- improve the condition and value of Merton's assets including streets and landholdings</li> </ul>		4	3	12
End date	2025-26								
<b>Project 4</b>		Project Title:	<b>Merton's New Local Plan 2020</b>		Improved sustainability				
Start date	2017-18	Project Details:	Refreshing Merton's current Local Plan suite of documents (Core Strategy 2011, Sites & Policies 2014) to form a new statutory Local Plan for 2020. The plan will guide new development, infrastructure, growth areas, sustainability and design quality.		<ul style="list-style-type: none"> <li>- Deliver more homes including affordable homes (performance indicator)</li> <li>- Improve quality of life and Merton's reputation through improved placemaking, design and public realm (performance indicator)</li> <li>- Improve the condition and value of Merton's assets including streets and landholdings</li> </ul>		3	2	6
End date	2020-21								
<b>Project 5</b>		Project Title:	<b>Merton's Transport Local Implementation Plan</b>		Improved customer experience				
Start date	2018-19	Project Details:	Setting out the strategy and funding bids to Transport for London to interpret and deliver the Mayor of London's transport strategy in Merton		<ul style="list-style-type: none"> <li>- improve Merton's reputation through better urban design and public realm (performance indicators)</li> <li>- Increase funding into the borough for healthy streets, active travel and different transport modes</li> </ul>		2	2	4
End date	2020-21								
<b>Project 6</b>		Project Title:	<b>Merton's new Highways contract</b>		Infrastructure renewal				
Start date	2019-20	Project Details:	Re-procuring Merton's highways maintenance contract to ensure that the borough's streets, roads and paths are well maintained and built		<ul style="list-style-type: none"> <li>- improve Merton's reputation through better urban design and public realm (performance indicators)</li> <li>- maintain or improve the condition of the carriageway and footway (performance indicators)</li> <li>- improve resilience in maintaining the streetscene and public realm</li> </ul>		2	3	6
End date	2020-21								

Leisure & Cultural Development	Planning Assumptions							The Corporate strategies your service contributes to		
<b>Cllr Caroline Cooper-Marbiah: Cabinet Member for Commerce, Leisure &amp; Culture</b> Enter a brief description of your main activities and objectives below  <b>Main Activities:</b> Build infrastructure so that people can engage in healthy living and lifestyle changes through participation in sports, arts, cultural and physical activities and events, by working with and through partners to increase the number, scope and quality of facilities, programmes, activities and events on offer. <b>Main Objectives:</b> - Develop solutions to de-silt & implement plans to mitigate flood risk at Wimbledon Park Lake - Develop plans for the delivery of the Wimbledon Park Master Plan - Deliver final elements of the LB of Culture plans in partnership with the Culture Advisory Group - Manage the Leisure Centres Contract; Wimbledon Theatre Lease; Polka and Attic Theatre's Grants - Deliver core service functionalities including operation of Watersports Centre, Morden Assembly Hall, etc. - Commission culture, arts & sports services where funding allows or with external funding - Deliver Merton's contribution to Ride London, Mini Marathon, VE day celebrations, etc. <b>Key Changes:</b> - Delivery of major projects working to generate increased income over expenditure - Services delivered through others – contracts; commissioning using procurement tools - Significant changes in technology, procurement, health & safety and employment law - Process reviews to make business changes following new IT and corporate changes - Increased use of IT to trade, report service failures and provide self-service solutions wherever possible, seeking to maximise customers use for culture and sports services - Growth of partnership working - Resident and customers' needs and determining how best to meet those needs.	Anticipated demand	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24			
	Population	209,421	210,452	237,679	240,375	242,701	244,574	Asset Management Plan		
	Size of Catchment for Wimbledon Park Watersports Centre - No. of Children & Young People aged 8-17 in wards in west of borough	10,755	11,090	11,458	11,709	11,856	11,924	Children & Young person's Plan		
	Population of most disadvantaged wards	110,368	110,843	125,599	127,111	128,428	129,543	Culture and Sport Framework Community Plan		
	Anticipated non financial resources	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24			
	Staff (FTE)	7.8 (A)	8.8	8.8	8.8	8.8	8.8	Open Spaces Strategy		
	Accommodation	7 (A)	7 (A)	7	7	7	7	Social Inclusion Strategy		
	Volunteers	25	30	35	40	40	40	Voluntary Sector Strategy		
	Staff seasonal	30	30	30	30	30	30			
	Performance indicator	Actual Performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type
	2018/19(A)	2019/20(T)	2020/21(P)	2021/22(P)	2022/23(P)	2023/24(P)				
Income from Watersports Centre (£)	405,244	365,000	385,000	385,000	385,000	385,000	High	Monthly	Business critical	Loss of income
14 - 25 year old fitness participation at leisure centres	99,304	103,100	106,120	108,546	109,626	110,022	High	Monthly	Output	Reduced uptake of service
Total number of users of Merton's Leisure Centres	974,290	1,092,000	1,102,026	1,115,078	1,124,265	1,126,390	High	Monthly	Outcome	Reduced customer service
Total number of users of Polka Theatre	84,125	18,700	69,470	101,670	111,000	111,000	High	Monthly	Output	Reduced uptake of service
% of the Users of Leisure & Sports rating facilities Good to Excellent	N/A - measure has been revised for 2020-21		78	78	78	78	High	Biennial	Output	Reduced customer service
% of the young people using Leisure & Sports rating facilities Good to Excellent	N/A - measure has been revised for 2020-21		66	66	66	66	High	Biennial	Output	Reduced customer service

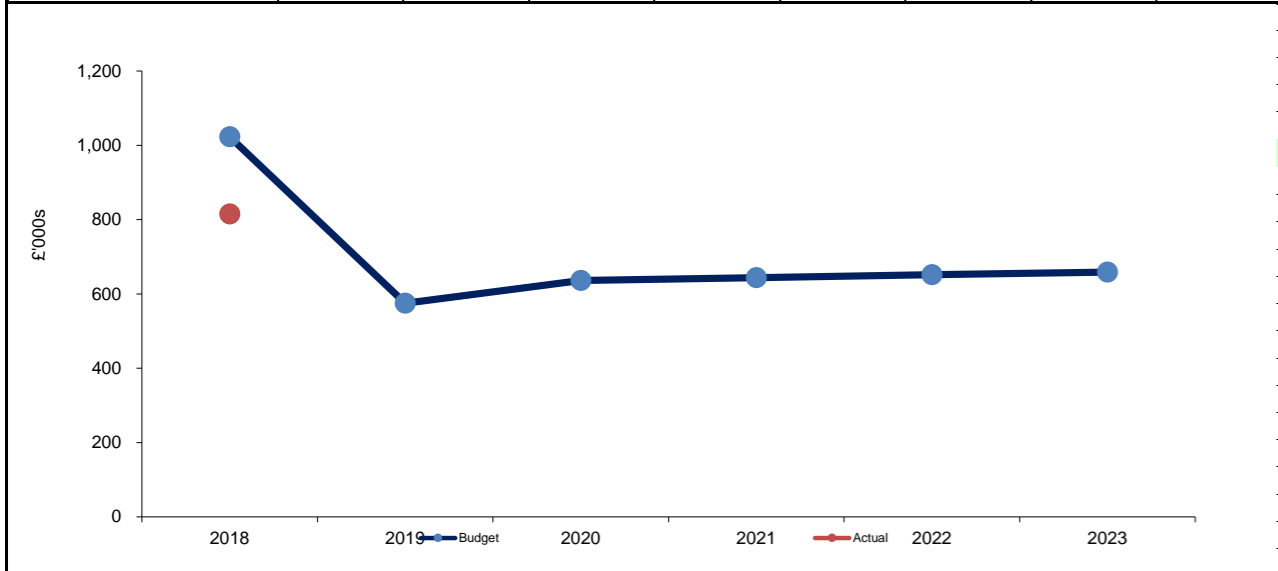
DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
<b>Expenditure</b>	2,002	1,895	1,984	(1)	2,065	2,073	2,081	2,088
Employees	572	510	688	(7)	716	716	716	716
Premises	286	358	435	0	442	448	454	460
Transport	6	5	5	0	5	5	5	5
Supplies & Services	415	291	217	6	188	190	192	193
3rd party payments	8	3	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0	0
Support services	168	181	159	0	159	159	159	159
Depreciation	547	547	480	0	555	555	555	555
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
<b>Income</b>	979	1,080	1,409	(254)	1,429	1,429	1,429	1,429
Government grants								
Reimbursements	219	16	176	(1)	176	176	176	176
Customer & client receipts	760	1,064	1,233	(253)	1,253	1,253	1,253	1,253
Recharges								
Reserves								
Capital Funded								
<b>Council Funded Net Budget</b>	<b>1,023</b>	<b>815</b>	<b>575</b>	<b>(255)</b>	<b>636</b>	<b>644</b>	<b>652</b>	<b>659</b>
Capital Budget £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
Morden Leisure Centre	0	5,848	365	0	0	0	0	0
Wimbledon Park Reservoir Safety	0	7	75	0	1318	0	0	0
Other	0	340	495	0	250	250	250	250
	0	6,195	935	0	1,568	250	250	250



**Summary of major budget etc changes**

2020/21

E3 = £30k



2021/22
2022/23
2023/24

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

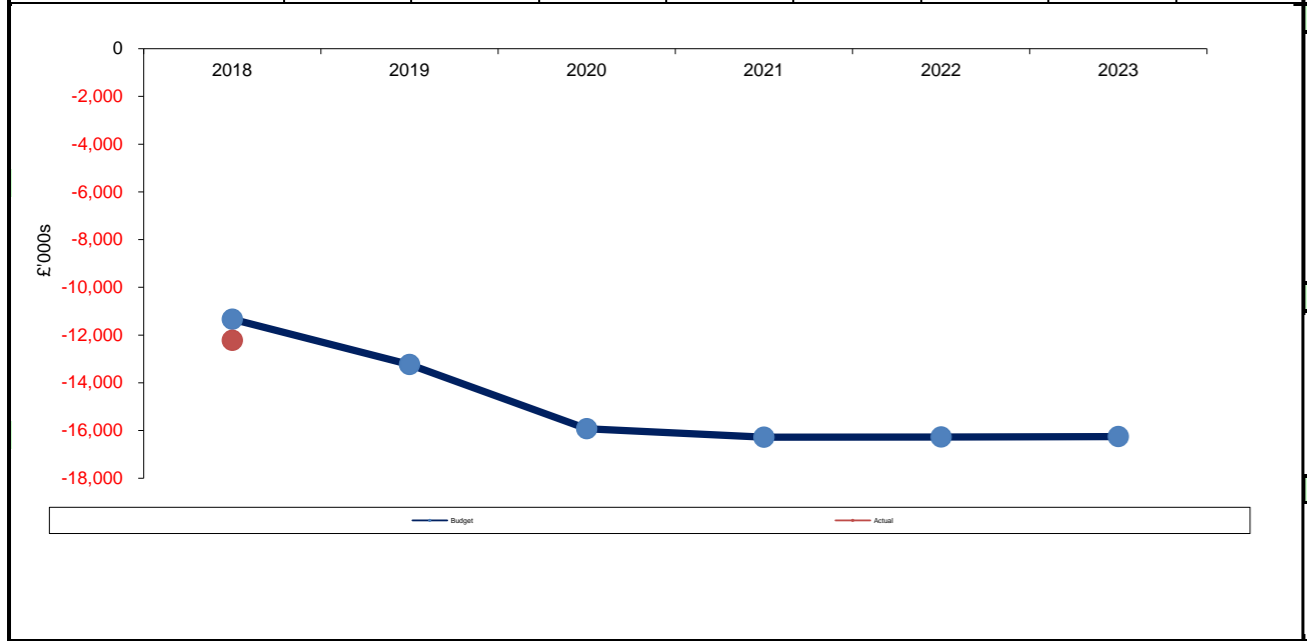
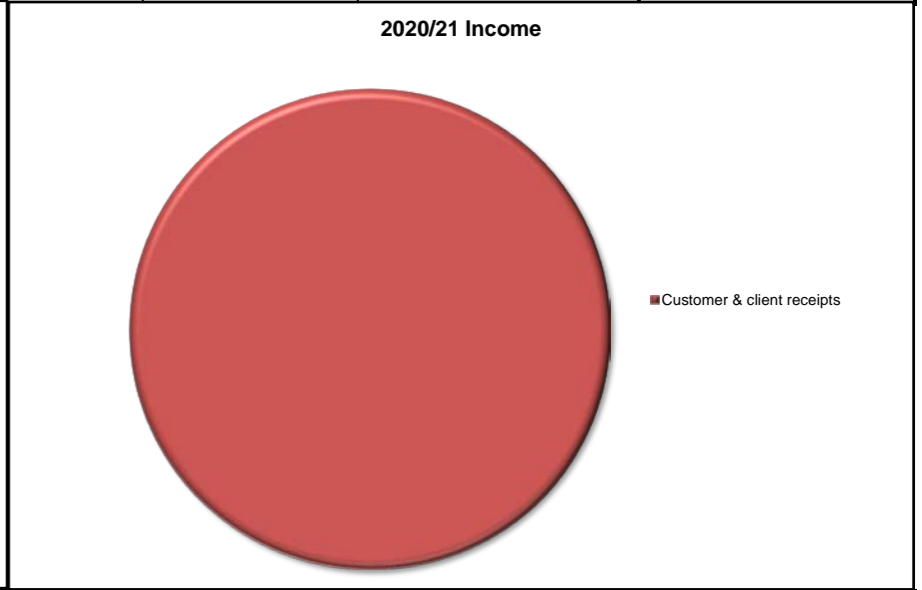
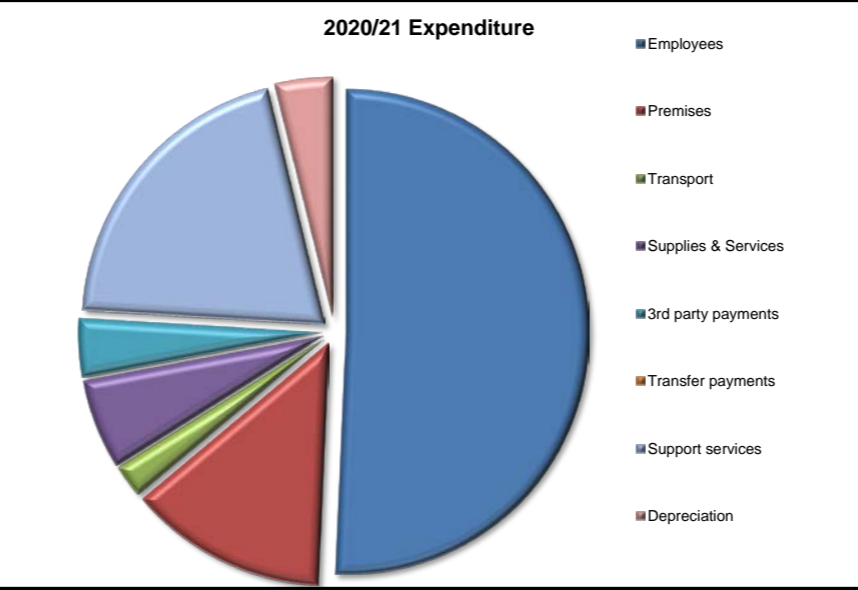
Leisure & Cultural Development

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk			
				Likelihood	Impact	Score	
<b>Project 1</b>		Project Title:	<b>Wimbledon Park Lake Flood Risk &amp; De-silting</b>	Risk reduction and compliance			
Start date	2017-18	Project Details:	Develop solutions to de-silt & implement plans to mitigate flood risk at Wimbledon Park Lake	Statutory Duty - Flood risk alleviation works implemented by January 2022. Costed de-silting of lake options are produced.	4	3	12
End date	2023-24						
<b>Project 2</b>		Project Title:	<b>Wimbledon Park Master Plan</b>	Infrastructure renewal			
Start date	2019-20	Project Details:	Develop plans for the delivery of the Wimbledon Park Master Plan	Upgraded, replaced, new - facilities, landscapes and heritage delivered over a 25 year period with and through partners.	2	2	4
End date	2044-45						
<b>Project 3</b>		Project Title:	<b>London Borough of Culture</b>	Improved customer experience			
Start date	2018-19	Project Details:	Deliver final elements of the LB of Culture plans in partnership with the Culture Advisory Group	Increased cultural activities through film primarily to the east of the borough. Enhancing the lives of many within the community through culture.	2	2	4
End date	2020-21						
<b>Project 4</b>		Project Title:	<b>Contract, Lease and Grant Management</b>	Improved customer experience			
Start date	2018-19	Project Details:	Manage the Leisure Centres Contract; Wimbledon Theatre Lease; Polka and Attic Theatre's Grants	Ensuring the community and residents benefit from the cultural and sport offers whilst achieving sustainability for the delivery agents.	2	1	2
End date	2023-24						
<b>Project 5</b>		Project Title:	<b>Commission Culture &amp; Sport Services</b>	Improved customer experience			
Start date	2018-19	Project Details:	Commission culture, arts and sports services where funding allows or with external funding	Increased culture, sports and arts offer.	2	1	2
End date	2023-24						
<b>Project 6</b>		Project Title:	<b>Leisure &amp; Culture Development Services</b>	Improved customer experience			
Start date	2018-19	Project Details:	Deliver core service functionalities including operation of Watersports Centre, Morden Assembly Hall, etc.	Increased culture, sports and arts offer.	2	2	4
End date	2023-24						
<b>Project 7</b>		Project Title:	<b>Leisure &amp; Culture Development Services</b>	Improved customer experience			
Start date	2018-19	Project Details:	Deliver Merton's contribution to Ride London, Mini Marathon, VE day celebrations, etc.	Increased culture, sports and arts offer.	2	2	4
End date	2023-24						
<b>Project 8</b>		Project Title:					
Start date		Project Details:			1	1	1
End date							

**Parking**  
**CIlr Martin Whelton: Cabinet Member for Regeneration, Housing and Transport**  
**Enter a brief description of your main activities and objectives below**  
 The Service directly contributes to a number of key council policy priorities, including Public Health, Air Quality, Mayor's Transport Strategy and the Local Implementation Plan.  
 The service is required to enforce parking regulations to ensure the through flow of traffic can be maintained and ensuring residents and blue badge holders have the ability to park in bays they have a permit or badge for. Surplus income generated by traffic management must be used for transport related areas.  
 The section is responsible for the management of 14 car parks within the borough along with the management of 400+ P&D machines, including cash collections and reconciliation. The management of cashless parking is also the responsibility of Parking Services.  
 The section is responsible for the processing of all Permit applications in the management of CPZ.  
 All appeals to PCNs issued are also managed within Parking Services.  
**Objectives:**  
 - enforce parking regulations across the borough including Controlled Parking Zones and bus lanes and measures to improve traffic enforcement efficiency, specifically to provide an excellent customer service in the management of Permit processing, PCN appeals and associated email and phone communications.  
 - To ensure our parking facilities and payment solution are working well and are easy to use by our customers.  
 - To contribute key council objectives such as Public Health, Air Quality, Mayor's Transport Strategy and the Local Implementation Plan.

Planning Assumptions		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24				
<b>Anticipated demand</b>											
Population growth		209,421	210,452	212,658	214,740	216,662	218,298				
Number of CPZ's based upon 5% growth		64	67	70	73	77	81				
<b>Anticipated non financial resources</b>											
Staff (FTE)		81.50	73.50	73.50	73.50	73.50	73.50				
Transport (Fleet Vehicle requirements)		12	10	10	9	8					
<b>Performance indicator</b>		<b>Actual Performance (A) Performance Target (T) Proposed Target (P)</b>					<b>Polarity</b>	<b>Reporting cycle</b>	<b>Indicator type</b>	<b>Main impact if indicator not met</b>	
		2018/19(A)	2019/20(T)	2020/21(P)	2021/22(P)	2022/23(P)	2023/24(P)				
% of Permits applied/processed online		N/A	55%	55%	60%	65%	70%	High	Monthly	Unit cost	Increased costs
% of PCN Appeals received online		N/A	55%	55%	60%	65%	70%	High	Monthly	Unit cost	Increased costs
Blue Badge Inspections (cumulative annual figure)		N/A	100	100	120	140	160	High	Monthly	Perception	Increased fraud
Total cashless usage against cash payments at machines.		N/A	60%	60%	62%	64%	68%	High	Monthly	Business critical	Reduced uptake of service
Percentage of cases 'heard' and won at ETA		N/A	73%	73%	75%	77%	80%	High	Quarterly	Quality	Poor decision making
Sickness - No. days per FTE (12 month rolling average).		18.51	8	8	8	8	8	Low	Monthly	Business critical	Reduced service delivery

BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
<b>Expenditure</b>	<b>5,918</b>	<b>6,448</b>	<b>5,770</b>	<b>344</b>	<b>5,812</b>	<b>5,802</b>	<b>5,806</b>	<b>5,824</b>
Employees	2,797	2,948	2,857	93	2,947	2,947	2,947	2,947
Premises	716	817	747	69	766	772	779	786
Transport	126	122	128	5	128	130	132	134
Supplies & Services	434	556	429	137	347	326	318	323
3rd party payments	219	299	222	40	226	229	232	236
Transfer payments	0	0	0	0	0	0	0	0
Support services	1,415	1,495	1,176	0	1,176	1,176	1,176	1,176
Depreciation	211	211	211	0	222	222	222	222
<b>Revenue £'000s</b>	<b>Final Budget 2018/19</b>	<b>Actual 2018/19</b>	<b>Budget 2019/20</b>	<b>Forecast Variance 2019/20 P7</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>	<b>Budget 2022/23</b>	<b>Budget 2023/24</b>
<b>Income</b>	<b>17,253</b>	<b>18,666</b>	<b>19,003</b>	<b>(682)</b>	<b>21,741</b>	<b>22,081</b>	<b>22,081</b>	<b>22,081</b>
Government grants								
Reimbursements	0	4	0	(4)	0	0	0	0
Customer & client receipts	17,253	18,662	19,003	(678)	21,741	22,081	22,081	22,081
Recharges								
Reserves								
Capital Funded								
<b>Council Funded Net Budget</b>	<b>(11,335)</b>	<b>(12,218)</b>	<b>(13,233)</b>	<b>(338)</b>	<b>(15,929)</b>	<b>(16,279)</b>	<b>(16,275)</b>	<b>(16,257)</b>
<b>Capital Budget £'000s</b>	<b>Final Budget 2018/19</b>	<b>Actual 2018/19</b>	<b>Budget 2019/20</b>	<b>Forecast Variance 2019/20 P7</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>	<b>Budget 2022/23</b>	<b>Budget 2023/24</b>
Parking Improvements	0	171	56	0	964	555	0	0
CCTV Investment	0	68	10	0	140	699	480	0
	0	239	66	0	1,104	1,254	480	0



Summary of major budget etc. changes	
<b>2020/21</b>	ENV1819-02 = £57k - 2fte reduction in admin/processing roles ENV1819-03 = £1,900k - review of parking supply/demand - link to Air Quality Strategy ENV1819-04 = £13k - reduction in number of P&D machines ENV1920-01 = £340k - Application to change Merton's PCN charge band from band B to band A ENV1920-02 = £300k - Recognition of ANPR revenue currently being received by the Council rather than any estimated increase.
<b>2021/22</b>	ENV1819-04 = £26k - reduction in number of P&D machines ENV1920-01 = £340k - Application to change Merton's PCN charge band from band B to band A
<b>2022/23</b>	ENV1819-04 = £14k - reduction in number of P&D machines
<b>2023/24</b>	



Parking

APPENDIX 8

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT			Likelihood	Impact	Score		
<b>Project 1</b>		Project Title:	<b>ICT Update</b>	Improved effectiveness					
Start date	2018/19		Implementation of a new software system for PCNs, Permits, Customer Appeals and improved data management and analysis.	The new system will give the ability to direct the nearest CEO to the location of a complaint, improving response times and increasing customer satisfaction with Parking Services. Plotting PCNs on a map and producing an enforcement 'heat map' will help us to better understand compliance across the borough. This in turn will help us to deploy our resources more effectively by directing staff to the areas with lowest compliance. Mapping will also enable us to monitor performance and ensure that every road in a Controlled Parking Zone is patrolled regularly.					
End date	2019-20	Project Details:	<p>Project description</p> <p>The purpose of this project is to procure a PCN and permit management system, which will be hosted and managed by the supplier.</p> <p>The system will include the following features or functions:</p> <ul style="list-style-type: none"> <li>• Mobile enforcement software (for on-street officers to issue PCNs using smartphones and a Bluetooth-connected printer),</li> <li>• Hosted software system for managing PCNs from issue through to closure.</li> <li>• Customer-facing website for appealing against, viewing evidence for, and paying PCNs</li> <li>• Integration with our existing Siemens Zengrab ANPR (Automatic Number Plate Recognition) enforcement system,</li> <li>• Geographical information (Civil Enforcement Officer (CEO) and PCN mapping)</li> <li>• Workflow management</li> <li>• Integrated payment processing,</li> <li>• Customer-facing website for applying for and managing parking permits, including cancelling and amending permits.</li> <li>• Hosted software system, accessed over the Internet, for staff to process permits and permit applications.</li> <li>• The ability to issue 'Virtual' or paperless permits</li> <li>• Issue and management of parking suspensions and dispensations.</li> <li>• Integrated payment processing,</li> <li>• Management information reports,</li> <li>• Integration with corporate and third party systems.</li> <li>• Standard letters and paragraphs</li> </ul>	<p>The new system will also allow us to better use our two ANPR enforcement vehicles to patrol Controlled Parking Zones.</p> <p>A new permit system will bring numerous benefits including improved self-serve online functionality; the ability to operate an emissions-based charging scheme; and 'virtual' permits.</p> <p>Virtual parking permits are issued digitally rather than as a physical device that customers display in their vehicle. CEOs check for permits by entering the vehicle registration into their handheld device or checking VRMs against a downloaded list of valid permits. The registration is then checked against a list of valid permits downloaded to the handheld. We already use this process with our RingGo cashless parking service, and customers will be familiar with it since DVLA stopped issuing paper discs for the Vehicle Excise Licence.</p> <p>Issuing permits virtually will mean residents and businesses no longer need to wait to receive their permits in the post. All functions (changing address/vehicle and cancelling permits) are carried out manually by the permit team. A new system will move these transactions online, improving the customer experience and reducing the workload of the permits team.</p>			2	2	4
<b>Project 2</b>		Project Title:	<b>Review Diesel Levy, CO2 emission based charging and use of cashless.</b>	Improved effectiveness					
Start date	2018-19		The Section will undertake a review of the diesel level as requested by Members during the implementation of the levy. In addition the principle of CO2 emission based charging will be investigated with a view to introducing emission based charging on all parking and permit activity in the borough.	We will review our diesel levy in 2019 to ensure that this is pushing change and reducing emissions in the borough. We will carry out in depth air quality audits in these areas, which will review traffic and building sources, traffic management, parking, obstructions and deliveries. We will also assess the contributions made by individual vehicle types and their impact upon air quality, which will then influence what actions can be taken in these areas over the coming years.					
End date	2019-20	Project Details:		<p>Merton's Air Quality Action Plan 2018-2023 strongly supported by Members is a key policy document which clearly sets out the links between vehicle use and air quality in the Borough. Within the plan there is a specific point number 32 which states, Review the impact of our diesel levy" and consider a review of parking and charges to help reduce combustion engine vehicle use and the consequent emissions. Since the diesel levy was introduced in April 2017 the proportion of permits issued to diesel vehicles has fallen and the full effect of the levy will be reviewed in early 2019.</p> <p>Consideration will also be given to a full emission-based charging scheme for permits as referred to in the AQAP. Emissions have a direct relationship to air quality and emissions-based charging conforms to the 'polluter pays' principle. There is a clear logic which is now commonplace in London for a higher premium to be charged for vehicles that have high emissions, and a lower charge for cars that have lower emissions. This principle will be reviewed along with the diesel levy in early 2019 and reported back to Members.</p> <p>The review will also consider options for emission based charging based on individual parking sessions which take place on a day to day basis in our car parks and on street. Technology is developing quickly to be able to deliver this form of charging and the 2019 report will update Members.</p> <p>It is clear in this context the vital role that Parking must play in moving motorists towards more sustainable modes of transport and less polluting vehicles. Most Parking charges have been frozen for a number of years and there is now a need to assess them in order to change behaviour and reduce car usage. The new charges are designed to reflect the key policies and objectives.</p>			2	1	2
<b>Project 3</b>		Project Title:	<b>Cashless and P&amp;D Machine removal</b>	Improved efficiency (savings)					
Start date	2018-19		To facilitate the CO2 emission based charging increased transactions need to take place on a cashless platform. To encourage uptake of cashless payment over cash in the machine payments a publicity campaign will take place along with the removal of a number of P&D machines.	Cashless parking is central to the TOM objective of introducing emissions-based charging for all parking sessions, as our existing ticket machines are not capable of performing the DVLA database lookup that is required in order to determine the fuel type or emissions of a particular vehicle.					
End date	2021-22	Project Details:		<p>The cashless parking service allows motorists to pay for parking using their mobile phone and a debit/credit card via an app, mobile webpage, or automated telephone service. This payment method offers several advantages over buying a paper ticket from a machine:</p> <ul style="list-style-type: none"> <li>• No need to carry change for parking</li> <li>• Customers can extend their parking time (subject to the maximum stay) without having to return to their vehicle.</li> <li>• Customers can choose to receive a reminder text when their session is due to expire.</li> <li>• Online account where customers can view a record of their parking sessions, print invoices etc.</li> </ul>			2	2	4
<b>Project 4</b>		Project Title:	<b>Public Health, Air Quality and sustainable transport - a strategic approach to parking charges.</b>	Select one major benefit					
Start date	2018-19		The Merton parking service already contributes to, and helps deliver, the key policies set out in: Merton's Health and Wellbeing Strategy; Merton's Air Quality Action Plan; the Council's Local Implementation Plan; and the Mayor of London's Transport Strategy.	The help meet the aims of the Council's Public Health, Air Quality and Transport objectives. The project will contribute towards a change in driver behaviour and to ensure that we can provide a modern, efficient and environmentally sustainable transport policy for residents, visitors, businesses now in the future.					
End date	2019-20	Project Details:	The project falls into 4 phases: 1. Policy justification and recommendation, 2. Consultation and approval process 3. implementation and 4. review.				3	2	6

<b>Commissioned Service</b>	The service maintains and develops Merton's numerous parks & open spaces (some 117 separate sites), including sports facilities (including pavilions), gardens, playgrounds (more than 40), the borough's highways verges, and the management of its cemetery and allotments services. The portfolio also includes support for, and the production of, a varied programme of outdoor events from small community to large commercial ones in parks, including the annual civic fireworks displays and Mitcham Carnival and hosts various elements of the Wimbledon (tennis) Championships. The service manages more than 50,000 Council-owned trees and several nature reserves. Greenspaces serves as the managing agent for Mitcham Common (for the Mitcham Common Conservators) and the Merton & Sutton Joint Cemetery (for the Merton & Sutton Joint Cemetery Board). The grounds maintenance elements of the service are outsourced to idverde UK Limited under a long-term contract (up to 24 years from 2017) and is overseen by the Greenspaces client team who, in addition, retain overall responsibility for policy, strategy & investment in the borough's parks & open spaces.
<b>Parks &amp; Green Spaces</b>	
<b>Cllr Caroline Cooper-Marbiah: Cabinet Member for Commerce, Leisure &amp; Culture</b>	
<b>Service Provider:</b> <b>idverde UK Ltd</b>	

Planning Assumptions							The Corporate strategies the service contributes to
Anticipated demand	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	
Increased demand for sports pitches & sports activities (Total number of bookings)	1%	1%	1%	1%	1%	1%	Open Space Strategy
Attendance at major community outdoor events (No. of people)	70,000	75,000	80,000	85,000	90,000	95,000	Culture and Sport Framework
Number of funerals at LBM cemeteries (not MSJC)	160	165	170	175	180	185	

Anticipated non financial resources	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Contractors	Contract price and schedule of rates					
Client-side team (Lot 2 contract, retained services & policies)	8.7	8.9	8.5	8.5	8.5	8.5

Performance indicator	Performance Targets (T) & Provisional Performance Targets (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2018/19(A)	2019/20(T)	2020/21(P)	2021/22(P)	2022/23(P)	2023/24(P)				
% of residents (all service users) rating parks & green spaces good or very good (ARS)	81	N/A	77	N/A	77	N/A	High	Biennial	Perception	Reputational risk
Young peoples % satisfaction with parks & green spaces (ARS)	86	N/A	85	N/A	85	N/A	High	Biennial	Perception	Reputational risk
Number of Green Flag Awards	6	6	6	7	7	7	High	Annual	Quality	Reputational risk
Number of outdoor event-days in parks	244	140	140	140	140	140	High	Monthly	Outcome	Reputational risk
Income from outdoor events in parks	N/A	531,230	540,000	540,000	540,000	540,000	High	Monthly	Outcome	Financial
Average Performance Quality Score (Grounds Maintenance Standards)	N/A	5+	5+	5+	5+	5+	High	Annual	Outcome	Reputational risk
Number of street trees planted	N/A	235	235	235	235	235	High	Annual	Output	Environmental issues
Average Performance Quality Score (Grass Verge Standards)	N/A	N/A	5	5	5	5	High	Quarterly	Outcome	Reputational risk
Average Performance Quality Score (Litter & Cleansing Standards)	N/A	N/A	5	5	5	5	High	Quarterly	Outcome	Reputational risk
% of tree works commissions completed within SLA (30 working days)	N/A	N/A	85	85	85	85	High	Quarterly	Outcome	Loss of income
Number of friends & similar groups undertaking voluntary activities within parks & open spaces	N/A	N/A	40	40	40	40	High	Annual	Outcome	Reputational risk

Financial Information									Additional Expenditure Information			
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24				
<b>Expenditure</b>	<b>4,071</b>	<b>4,333</b>	<b>4,109</b>	<b>197</b>	<b>4,255</b>	<b>4,316</b>	<b>4,376</b>	<b>4,436</b>				
Employees	454	506	469	54	476	476	477	477				
Premises	622	464	608	(48)	601	609	617	625				
Transport	45	42	45	(3)	35	36	36	37				
Supplies & Services	364	373	309	138	316	319	322	325				
3rd party payments	1,807	2,135	1,979	56	2,041	2,090	2,138	2,186				
Transfer payments	0	0	0	0	0	0	0	0				
Support services	543	577	463	0	463	463	463	463				
Depreciation	236	236	236	0	323	323	323	323				
<b>Revenue £'000s</b>	<b>Final Budget 2018/19</b>	<b>Actual 2018/19</b>	<b>Budget 2019/20</b>	<b>Forecast Variance 2019/20 P7</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>	<b>Budget 2022/23</b>	<b>Budget 2023/24</b>				
<b>Income</b>	<b>2,318</b>	<b>2,401</b>	<b>2,401</b>	<b>(174)</b>	<b>2,368</b>	<b>2,368</b>	<b>2,368</b>	<b>2,368</b>				
Government grants	69	69	8	0	8	8	8	8				
Reimbursements	364	424	418	(41)	423	423	423	423				
Customer & client receipts	1,885	1,908	1,975	(133)	1,937	1,937	1,937	1,937				
Recharges												
Reserves												
<b>Council Funded Net Budget</b>	<b>1,753</b>	<b>1,932</b>	<b>1,708</b>	<b>23</b>	<b>1,887</b>	<b>1,948</b>	<b>2,008</b>	<b>2,068</b>				
<b>Capital Budget £'000s</b>	<b>Final Budget 2018/19</b>	<b>Actual 2018/19</b>	<b>Budget 2019/20</b>	<b>Forecast Variance 2019/20 P7</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>	<b>Budget 2022/23</b>	<b>Budget 2023/24</b>				
Parks Investment	0	489	515	0	2,148	569	390	300				
	0	489	515	0	2,148	569	390	300				

DETAILS OF MAJOR PROJECTS Parks & Green Spaces									
PROJECT DESCRIPTION			MAJOR PROJECTS BENEFITS		Risk				
					Likelihood	Impact	Score		
<b>Project 1</b>		Project Title:	<b>Greenspaces TOM</b>		Improved effectiveness				
Start date	2017-18	Project Details:	Implementation of Target Operating Model for Greenspaces		Various benefits & enhancements across a range of services & themes		3	2	6
End date	2023-24								
<b>Project 2</b>		Project Title:	<b>Greenspaces Commercialisation</b>		Improved efficiency (savings)				
Start date	2017-18	Project Details:	Increased commercialisation across a range of Greenspaces services and open spaces		Diversifying the outdoor events portfolio, including new commercial events to increase income. Working with our grounds maintenance service provider, idverde, to increase income for the service, especially from sport & recreational activities		3	2	6
End date	2023-24								
<b>Project 3</b>		Project Title:	<b>Canons House &amp; Rec Restoration</b>		Improved customer experience				
Start date	2017-18	Project Details:	Delivery of Lottery-funded Canons Restoration Project		Multi-million pound investment project to restore, conserve & improve recreational opportunities at Canons Recreation Ground & Canons House.		2	2	4
End date	2022-23								
<b>Project 4</b>		Project Title:	<b>Phase C, Lot 2 Contract</b>		Improved customer experience				
Start date	2017-18	Project Details:	Embedding new systems & processes and ensuring quality & performance standards in relation to Phase C, Lot 2 grounds maintenance contract		Working with our grounds maintenance contractor, idverde, to maintain & improve green spaces & recreational services at a lower cost		3	2	6
End date	2023-24								
<b>Project 5</b>		Project Title:	<b>Re-use of Parks Assets</b>		Improved reputation				
Start date	2017-18	Project Details:	Re-use of surplus & redundant parks facilities and re-modelling of under-utilised properties: pavilions, yards & mess rooms and other parks assets		Increased income & preservation of some existing parks assets		2	1	2
End date	2023-24								
<b>Project 6</b>		Project Title:	<b>Revision of Arboricultural Services</b>		Improved efficiency (savings)				
Start date	2017-18	Project Details:	Reconfiguration of current arboricultural service provisions, systems & polices. Reprourement of arboricultural operational service		Improved service integration, policy clarification & consolidation & improved operational efficiency		3	3	9
End date	2020-21								
<b>Project 7</b>		Project Title:			Improved efficiency (savings)				
Start date		Project Details:							
End date									
<b>Project 8</b>		Project Title:			Improved customer experience				
Start date		Project Details:							
End date									
<b>Project 9</b>		Project Title:			Economic outcomes				
Start date		Project Details:							
End date									

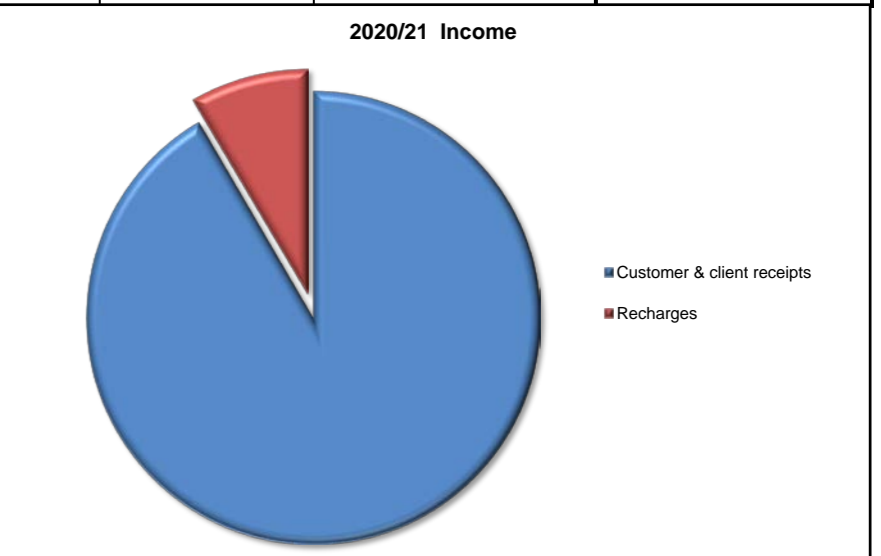
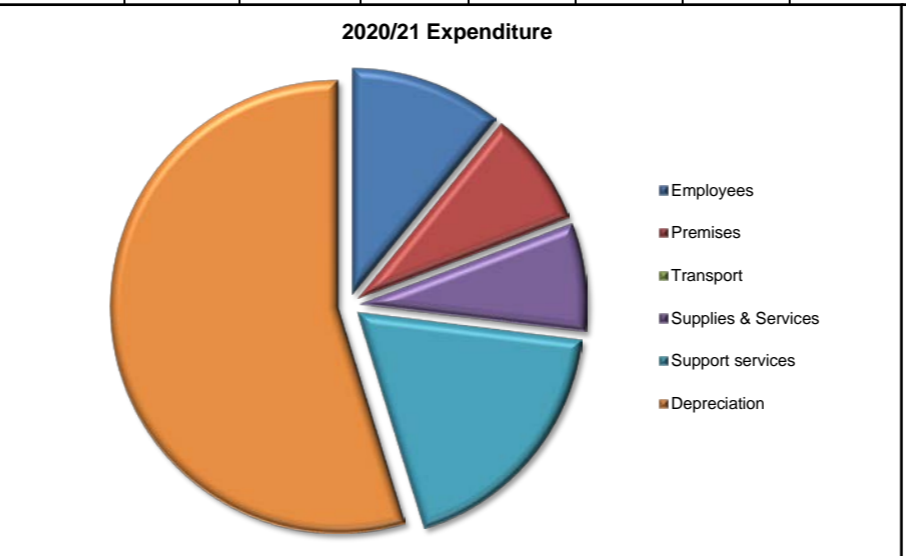
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Property	Planning Assumptions							The Corporate strategies your service contributes to											
	Anticipated demand	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24												
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance																			
<b>Enter a brief description of your main activities and objectives below</b>	The number of proposed lettings.																		
	The number of proposed rent reviews																		
	The number of commercial properties																		
	<b>Anticipated non financial resources</b>																		
	Staff (FTE)																		
	<b>Performance indicator</b>						<b>Actual Performance (A)</b>	<b>Performance Target (T)</b>	<b>Proposed Target (P)</b>	<b>Polarity</b>	<b>Reporting cycle</b>	<b>Indicator type</b>	<b>Main impact if indicator not met</b>						
			<b>2018/19(A)</b>	<b>2019/20(T)</b>	<b>2020/21(P)</b>	<b>20221/22(P)</b>	<b>2022/23(P)</b>	<b>2023/24(P)</b>											
	% Vacancy rate of property owned by council									0.3	3.0	3.0	3.0	3.0	3	Low	Quarterly	Outcome	Loss of income
	% Debt owed to LBM by tenants Inc. businesses									3.36	7.5	7.5	7.5	7.5	7.5	Low	Quarterly	Outcome	Loss of income
	Property Asset Valuations									266	150	150	150	150	150	High	Annual	Business critical	Breach statutory duty
	Number of completed rent reviews									N/A	35	35	35	35	35	Low	Quarterly	Outcome	Loss of income

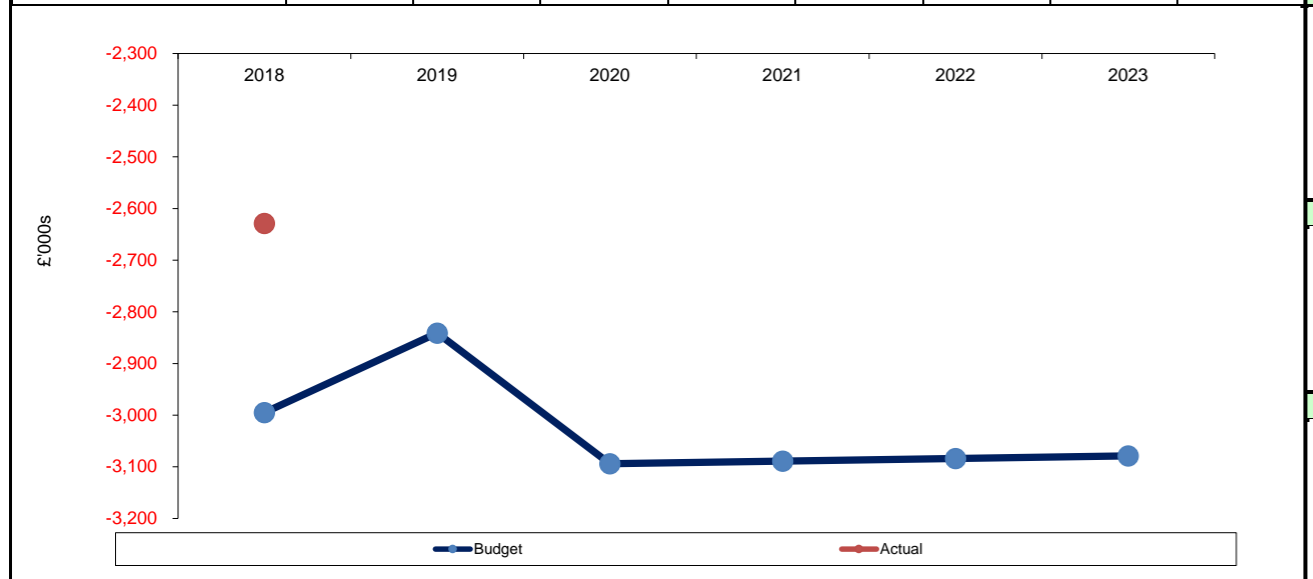
Objectives

- complete Asset Valuations to timetable agreed with Director of Corporate Services
- Implement review of non operational property to maximise revenue income
- 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

DEPARTMENTAL BUDGET AND RESOURCES									
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24	
<b>Expenditure</b>	1,917	2,391	2,068	540	2,137	2,142	2,147	2,152	
Employees	219	216	226	7	233	233	234	234	
Premises	30	778	195	531	176	178	180	182	
Transport	1	1	1	0	1	1	1	1	
Supplies & Services	175	333	177	2	166	169	171	174	
3rd party payments	0	0	0	0	0	0	0	0	
Transfer payments	0	0	0	0	0	0	0	0	
Support services	409	-16	390	0	390	390	390	390	
Depreciation	1,083	1,079	1,079	0	1,171	1,171	1,171	1,171	
<b>Revenue £'000s</b>	<b>Final Budget 2018/19</b>	<b>Actual 2018/19</b>	<b>Budget 2019/20</b>	<b>Forecast Variance 2019/20 P7</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>	<b>Budget 2022/23</b>	<b>Budget 2023/24</b>	
<b>Income</b>	4,912	5,020	4,909	(739)	5,231	5,231	5,231	5,231	
Government grants	0	0	0	0	0	0	0	0	
Reimbursements	0	25	0	(23)	0	0	0	0	
Customer & client receipts	4,469	4,976	4,469	(716)	4,791	4,791	4,791	4,791	
Recharges	443	19	440		440	440	440	440	
Reserves									
Capital Funded									
<b>Council Funded Net Budget</b>	<b>(2,995)</b>	<b>(2,629)</b>	<b>(2,841)</b>	<b>(199)</b>	<b>(3,094)</b>	<b>(3,089)</b>	<b>(3,084)</b>	<b>(3,079)</b>	
<b>Capital Budget £'000s</b>	<b>Final Budget 2018/19</b>	<b>Actual 2018/19</b>	<b>Budget 2019/20</b>	<b>Forecast Variance 2019/20 P7</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>	<b>Budget 2022/23</b>	<b>Budget 2023/24</b>	
			0	0	0	0	0	0	



Summary of major budget etc. changes									
2020/21									
ENV1920-03 = £300k									
2021/22									
2022/23									
2023/24									



DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD							
Property							
PROJECT DESCRIPTION			MAJOR PROJECT BENEFIT		Risk		
Likelihood	Impact	Score					
<b>Project 1</b>	Project Title:	Property have no projects planned for 2019-20					
Start date	Project Details:						
End date							

**Regulatory Services - Merton element only**  
**Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance**  
**Cllr Tobin Byers: Cabinet Member for Adult Social Care**

**A brief description of your main activities and objectives:**  
 Provide statutory environmental health, trading standards and licensing functions across those councils that make up the Regulatory Services Partnership (currently LB Merton, LB Richmond and LB Wandsworth).

Deliver savings and efficiencies in line with the Target Operating Model:

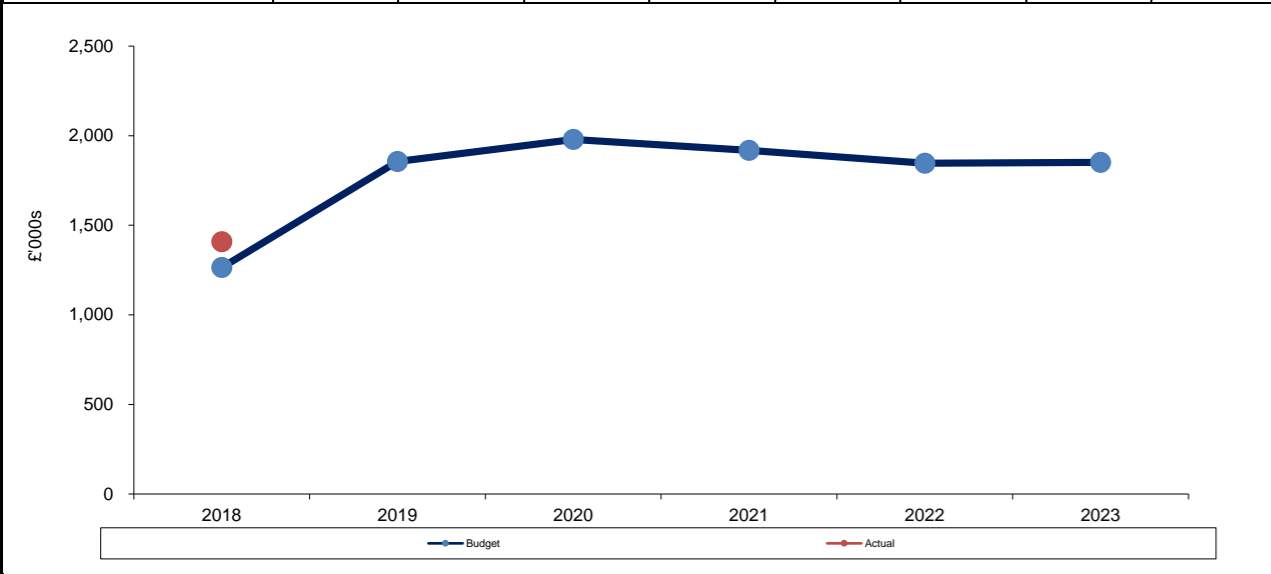
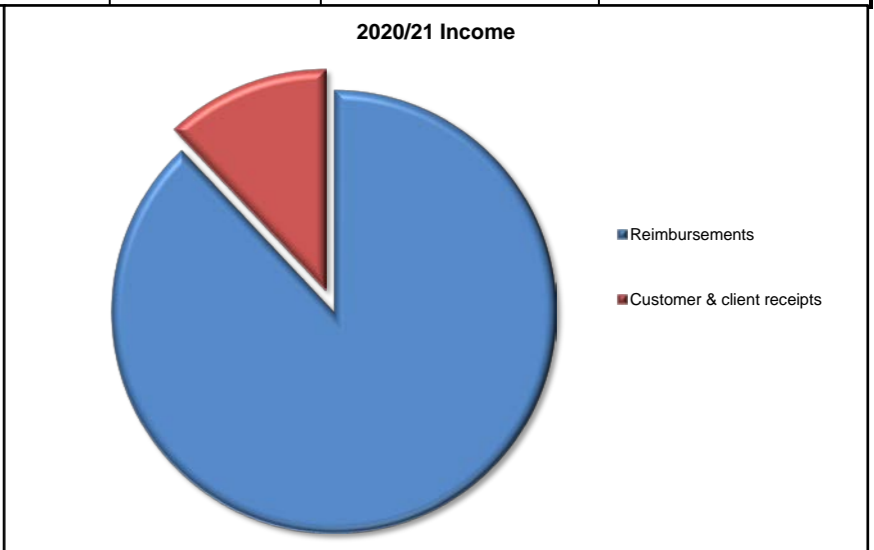
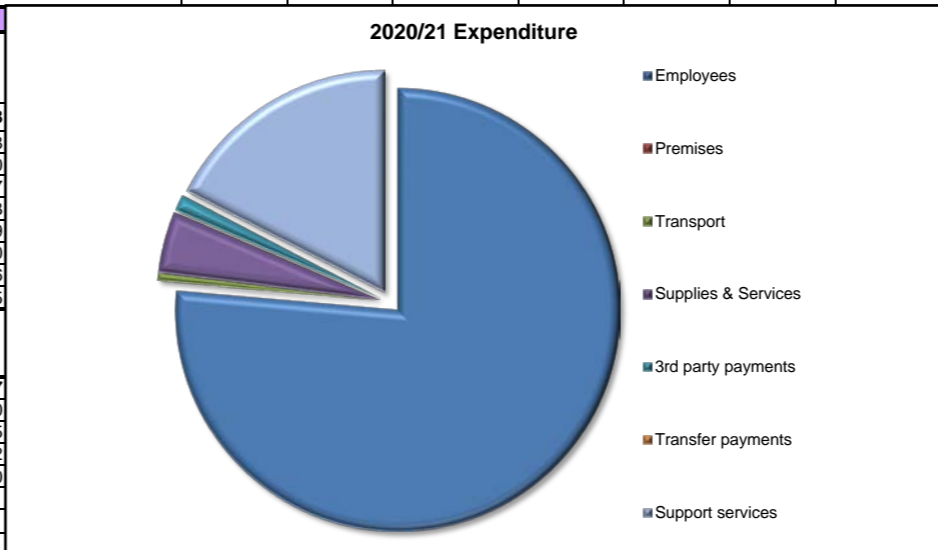
- Switch to intelligence-led, risk based, targeted enforcement
- generating additional income from trading activities
- attracting new business
- rationalising ICT systems

Transform the service by:

- demand management
- streamlining business processes
- implementing new ways of working
- Developing commercial/business planning skills (L&D)

Anticipated demand	Planning Assumptions						The program strategies your service contributes to			
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24				
Total number of food premises	1530	1606	1686	1771	1771		Air Quality Action Plan			
Total number of service requests	6234	6357	6357	6357	6357		Climate Change Strategy			
Licence/permit applications	1900	1900	1900	1900	1900		Merton Regeneration Strategy			
Population	209,421	210,452	212,658	214,740	216,662	218,298				
Anticipated non financial resources	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24				
Staff (FTE) (Total)	40.75	111.42	115.39	115.39	115.39					
Performance indicator	Actual Performance (A) Performance Target (T) Proposed Target(P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2018/19(A)	2019/20(T)	2020/21(P)	2021/22(P)	2022/23(P)	2023/24(P)				
Total % compliance of non-road mobile machinery on major construction sites with GLA emissions standards	N/A	85	85	85	85	85	High	Annual	Business critical	Environmental issues
% of alcohol and regulated entertainment licences issued within 10 working days of the conclusion of 28 day consultation period (excl those subject to licensing hearing)	N/A	N/A	95	95	95	95	High	Quarterly	Business critical	Reputational risk
% of service requests with an initial response within the "defined timescale"	N/A	N/A	90	90	90	90	High	Quarterly	Business critical	Reduced service delivery
Carry out age restricted sales physical interventions for knives, alcohol, fireworks, tobacco and e-cigarettes	N/A	N/A	Awaiting agreement with Partnership	TBC	TBC	TBC	High	Annual	Business critical	Safeguarding issues
High risk A & B and non-compliant C-rated food establishments due for inspection completed	N/A	N/A	100	100	100	100	High	Annual	Business critical	Government intervention
Number of monitoring stations that meet annual Particulate air quality objectives	N/A	N/A	Awaiting agreement with Partnership	TBC	TBC	TBC	High	Annual	Outcome	Political risk
Number of monitoring stations measuring below the Nitrogen Dioxide air quality objectives	N/A	N/A	Awaiting agreement with Partnership	TBC	TBC	TBC	High	Annual	Outcome	Political risk

Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
<b>Expenditure</b>	<b>3,190</b>	<b>6,112</b>	<b>7,124</b>	<b>(399)</b>	<b>7,916</b>	<b>7,920</b>	<b>7,924</b>	<b>7,928</b>
Employees	2,249	5,054	5,525	(357)	6,028	6,028	6,028	6,028
Premises	5	19	0	2	0	0	0	0
Transport	44	57	45	1	45	46	46	47
Supplies & Services	125	198	80	(34)	347	349	351	353
3rd party payments	97	82	98	(11)	95	96	98	99
Transfer payments	0	0	0	0	0	0	0	0
Support services	670	702	1,376	0	1,376	1,376	1,376	1,376
Depreciation	0	0	0	0	25	25	25	25
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
<b>Income</b>	<b>1,926</b>	<b>4,704</b>	<b>5,268</b>	<b>466</b>	<b>5,937</b>	<b>6,002</b>	<b>6,077</b>	<b>6,077</b>
Government grants	0	1	0	0	0	0	0	0
Reimbursements	1,350	3,834	4662	269	5225	5225	5225	5225
Customer & client receipts	295	644	606	197	712	777	852	852
Recharges	281	225	0	0	0	0	0	0
Reserves								
Capital Funded								
<b>Council Funded Net Budget</b>	<b>1,264</b>	<b>1,408</b>	<b>1,856</b>	<b>67</b>	<b>1,979</b>	<b>1,918</b>	<b>1,847</b>	<b>1,851</b>
Capital Budget £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
Mortuary provision							54	
	0	0	0	0	0	0	54	0



Summary of major budget etc. changes
2020/21
2021/22
2022/23
2023/24

E1 = £65k

E1 = £75k

Regulatory Services - Merton element only

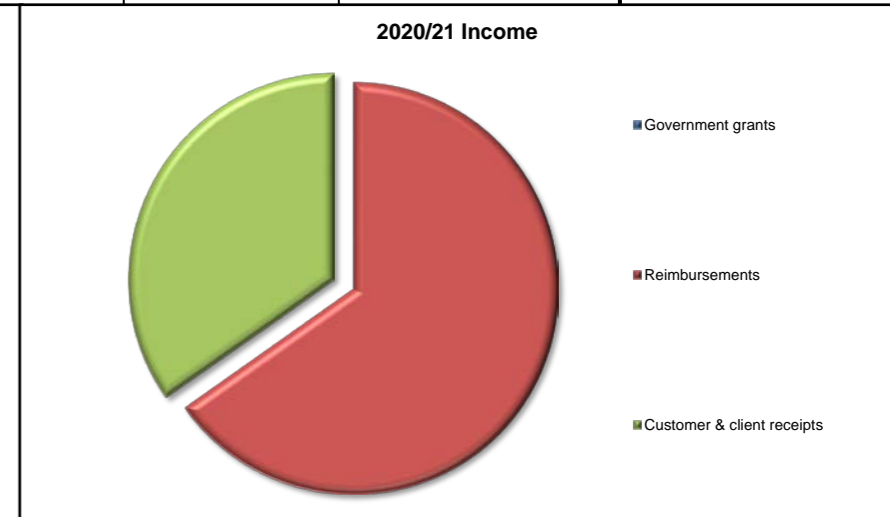
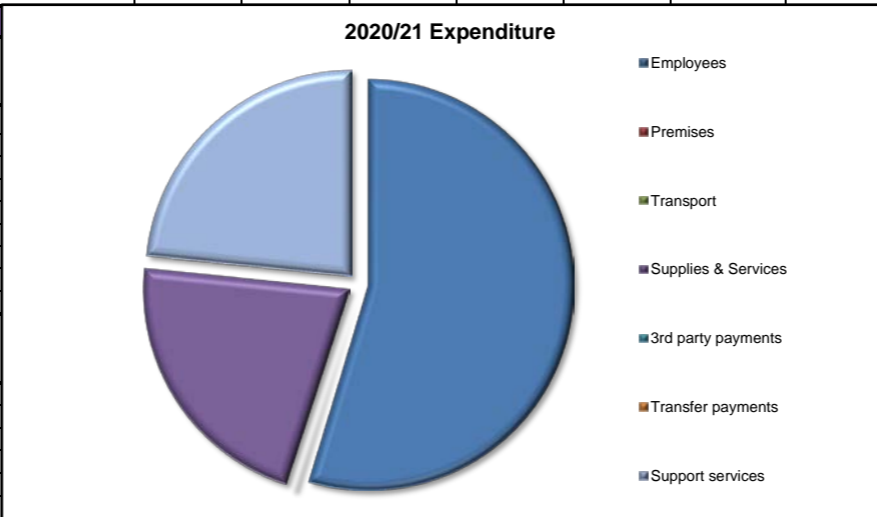
APPENDIX 8

PROJECT DESCRIPTION		MAJOR PROJECT BENEFITS		APPENDIX 8		
				Likelihood	Impact	Score
<b>Project 1</b>		Project Title:	<b>Procurement of a new ICT case management system</b>	Improved efficiency (savings)		2
Start date	2016-17	Project Details:	Contribution to the ICT led procurement of a new computer system for E&R and potential joint procurement with Richmond and Wandsworth	2	1	
End date	2019-20					
<b>Project 2</b>		Project Title:	<b>Design and implement a joint Merton/Richmond budget</b>	Economic outcomes		2
Start date	2015-16	Project Details:	Design and implement a joint revenue (income & expenditure) budget on a to be determined costs apportionment model	2	1	
End date	2019-20					
<b>Project 3</b>		Project Title:	<b>Merton Air Quality Action Plan</b>	Risk reduction and compliance		20
Start date	2018 -19	Project Details:	<b>Deliver Merton's Air Quality Action Plan including monthly reporting and review.</b> Air quality has been identified as a priority both nationally and within London, where pollution levels continue to exceed both EU limit levels and UK air quality objectives. Merton, along with nearly all London Boroughs, continues to breach the legally binding air quality limits for both Nitrogen Dioxide (NO2) and particulate matter (PM10). In 2018, Merton published its new Air Quality Action Plan 2018-2023 (AQAP) - this was developed in response to recommendations made by the 2017 Air Quality Task Group. The AQAP is split into nine separate themes and contains some 70 action points.	5	4	
End date	2019 - 23					
<b>Project 4</b>		Project Title:	<b>Pan London Non Road Mobile Machinery (NRMM) Project</b>	Risk reduction and compliance		2
Start date	2018-19	Project Details:	Deliver a Mayor of London air quality project across London to deliver cleaner construction sites. This £889,000 project will be a cornerstone of the GLA air quality priorities for the third round of Mayor's Air Quality funding.	2	1	
End date	2019-21					
<b>Project 5</b>		Project Title:	<b>Commercialisation</b>	Improved efficiency (savings)		6
Start date	2018-19	Project Details:	Development of chargeable business advice across the Regulatory Services portfolio. Suggested initiatives include: (i) a licensing pre-application service (ii) increasing the number of Primary Authority Agreements (iii) charging for food hygiene rating rescores (iv) Contaminated land scientific consultancy aimed at large developers	3	2	
End date	2019-21					

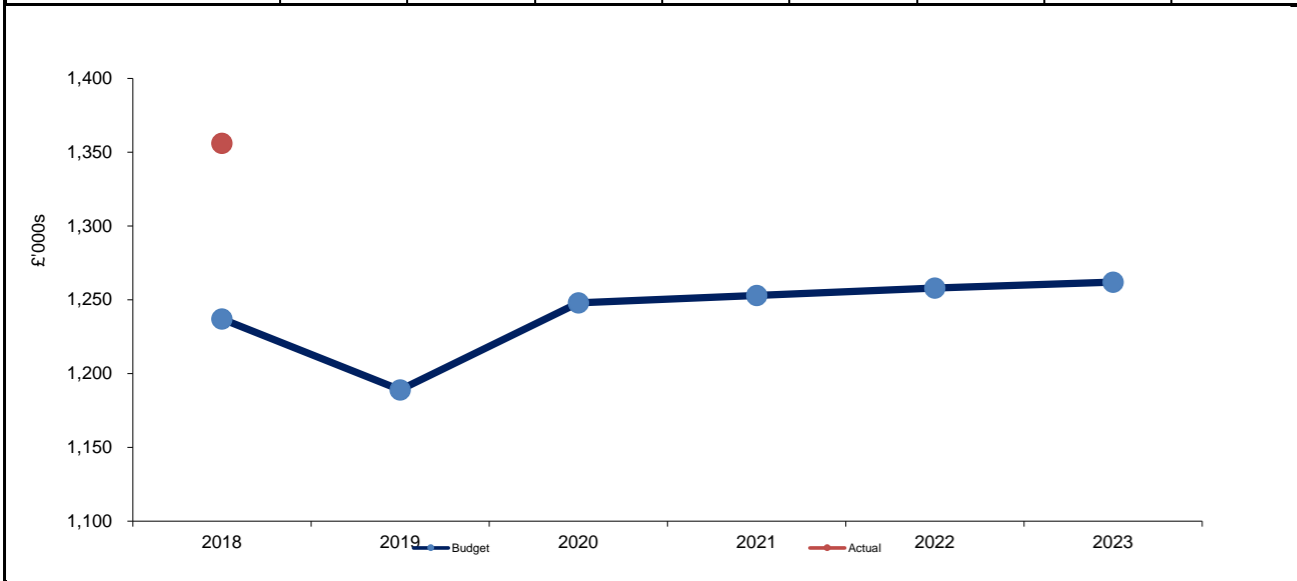
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Safer Merton Cllr Edith Macauley: Cabinet Member for Voluntary Sector, Partnerships and Community Safety Enter a brief description of your main activities and objectives below	Planning Assumptions						The Corporate strategies your service contributes to				
	Anticipated demand	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24				
Safer Merton delivers the council's statutory Community Safety Partnership (CSP) function and the public realm CCTV functionality. The team consists of 17.8 officers working across several themes: 1) Tackling anti-social behaviour - supporting victims, enforcing against perpetrators 2) Tackling Domestic Violence and Abuse - supporting victims, enforcing against perpetrators 3) Managing and delivering Merton's Neighbourhood Watch programme 4) Crime and ASB analysis - providing an intelligence lead CSP and the annual strategic assessment alongside tackling serious youth violence 5) Tackling hate crime agenda and delivering the hate crime strategy 6) Managing and delivering a 24/7 CCTV service which includes 210 static CCTV cameras and a current deployable asset of 13 cameras The service ensures that MOPACs Police and Crime plan priorities are delivered and is overseeing the embedding of police command units merger working to minimize the impact on Merton and our residents. The service retains strategic oversight and commissioning of MOPAC funded workers and externally commissioned service provision for domestic violence victims. The work of Safer Merton is delivered in partnership with both statutory and non-statutory partners. The statutory duty for Safer Merton consists of the following: 1) A duty to establish a crime and disorder partnership and deliver an annual partnership plan 2) Completion of an annual strategic assessment governed by the Community Safety Partnership 3) Respond to and deal with crime and disorder through evidence based analytical work in a timely and effective manner 4) Manage and deliver CCTV operations within the parameters set by the Information Commissioner	Resident numbers	209,421	210,452	212,658	214,740	216,662	218,298	Community Plan			
	Number of new, actionable, ASB cases	400 (Actual = 1237)	350	350	350	350	350	Community Cohesion Strategy			
	% of all residents actively engaged in Neighbourhood Watch schemes	35% (coverage for the whole borough)	470	470 active watched	480 active watches	490 active watches	500 active watches	Community Cohesion Strategy			
	Hate crime victims	300 (Actual = 278)	320	320	300	300	300	Hate crime strategy			
	Total knife crime incidents	185	175	165	155	145	115	Safer & Stronger Strategic Assessment			
	Anticipated non financial resources	2018/19	2019/20	2020/21	2021/22	2022/23	2023/2024				
	Staff (FTE)	7.49	17.80	16.16	16.16	16.16	16.16	Workforce Strategy			
	Performance indicator	Actual Performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
		2018/19(A)	2019/20(T)	2020/21(P)	2021/22(P)	2022/23(P)	2023/24(P)				
	Repeat MARAC cases (domestic abuse) by volume	N/A	30%	30-40%	30-40%	30-40%	30-40%	Range	Monthly	Outcome	Safeguarding issues
Number of Community Protection Warnings Issued *	25	24	24	24	24	24	Low	Quarterly	Outcome	Reduced enforcement	
Number of Community Protection Notices Issued *	2	1	3	3	3	3	Low	Quarterly	Quality	Reduced enforcement	
Number of premise closure orders used *	1	8	8	8	8	8	Low	Quarterly	Outcome	Anti social behaviour	
Total number of Neighbourhood Watches *	517	535	535	535	535	535	High	Quarterly	Output	Community engagement	
ASB cases acknowledged within service timescales	94.1	95	95	95	95	95	High	Quarterly	Output	Anti social behaviour	
% of public realm CCTV cameras working at all times	97.14%	98%	98%	98%	98%	98%	High	Monthly	Output	Reduced enforcement	
Number of external contracts managed by CCTV	N/A	2	2	2	2	2	High	Annual	Outcome	Loss of income	

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
<b>Expenditure</b>	<b>1,483</b>	<b>1,582</b>	<b>1,548</b>	<b>39</b>	<b>1,553</b>	<b>1,558</b>	<b>1,563</b>	<b>1,567</b>
Employees	740	731	788	(30)	760	760	760	760
Premises	3	9	3	8	3	3	3	3
Transport	1	1	1	0	2	2	2	2
Supplies & Services	255	353	289	73	300	304	309	313
3rd party payments	31	10	16	(12)	0	1	1	1
Transfer payments	0	0	0	0	0	0	0	0
Support services	327	352	325	0	325	325	325	325
Depreciation	126	126	126	0	163	163	163	163
<b>Revenue £'000s</b>	<b>Final Budget 2018/19</b>	<b>Actual 2018/19</b>	<b>Budget 2019/20</b>	<b>Forecast Variance 2019/20 P7</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>	<b>Budget 2022/23</b>	<b>Budget 2023/24</b>
<b>Income</b>	<b>246</b>	<b>226</b>	<b>359</b>	<b>83</b>	<b>305</b>	<b>305</b>	<b>305</b>	<b>305</b>
Government grants	76	0	136	0	0	0	0	0
Reimbursements	165	224	117	85	199	199	199	199
Customer & client receipts	5	2	106	(2)	106	106	106	106
Recharges								
<b>Council Funded Net Budget</b>	<b>1,237</b>	<b>1,356</b>	<b>1,189</b>	<b>122</b>	<b>1,248</b>	<b>1,253</b>	<b>1,258</b>	<b>1,262</b>
<b>Capital Budget £'000s</b>	<b>Final Budget 2018/19</b>	<b>Actual 2018/19</b>	<b>Budget 2019/20</b>	<b>Forecast Variance 2019/20 P7</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>	<b>Budget 2022/23</b>	<b>Budget 2023/24</b>
	0	0	0	0	0	0	0	0



Summary of major budget etc. changes	
2020/21	
2021/22	
2022/23	
2023/24	



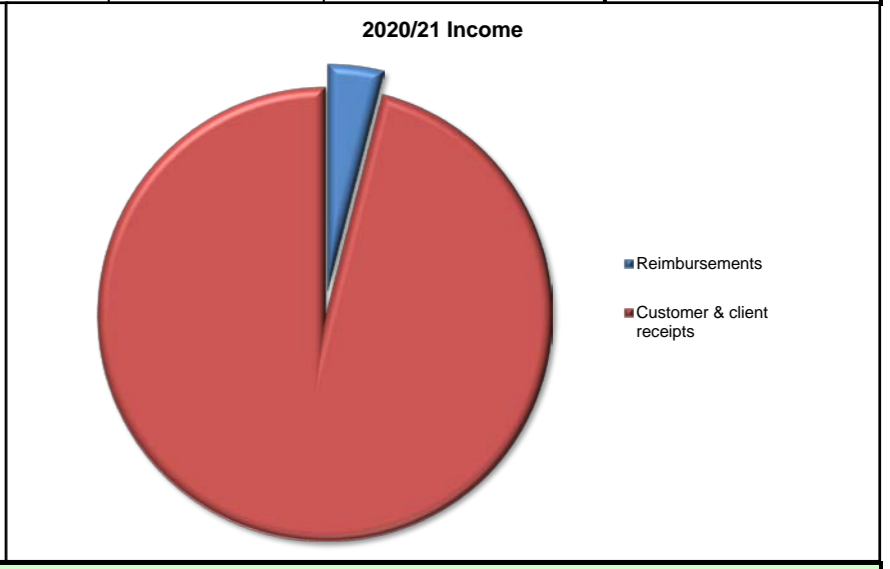
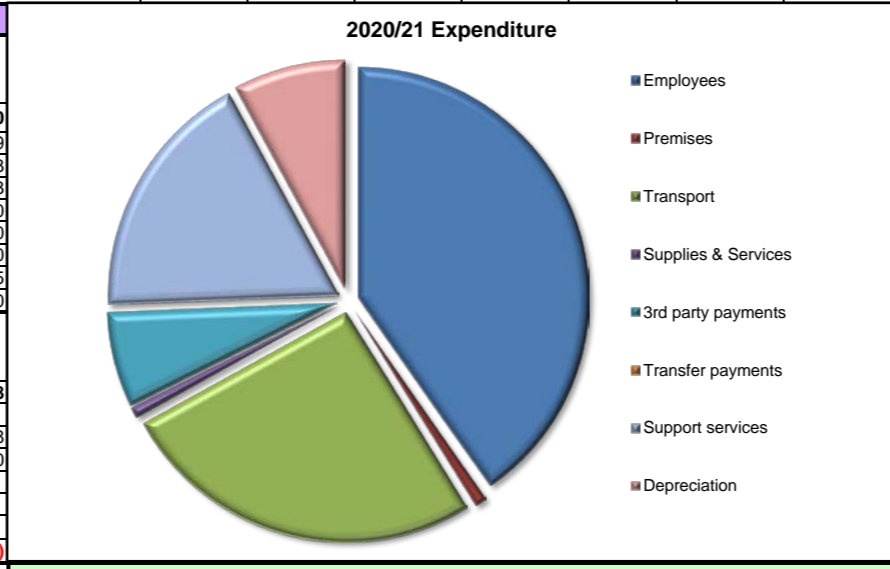


Safer Merton

PROJECT DESCRIPTION		MAJOR PROJECT BENEFITS			APPENDIX 8				
					Likelihood	Impact	Score		
<b>Project 1</b>		Project Title: 1	<b>Merton says NO MORE - Sexual Violence Focus</b>	Improved customer experience					
Start date	2017-18		Building on the success of the UK SAYS NO MORE launch in September 2016 (Merton was the second London borough to launch the campaign), the Community Safety Partnership, and VAWG board wish to now focus more on sexual violence. Since September 2016 a lot of work has been undertaken on DV and now work on SV will commence - this is to align with the #MeToo campaign, increased awareness of sexual violence and the need to respond to this more coherently	For the victim - Improved victim awareness and increased numbers of victims seeking support, Reputational - Merton is seen as a pro-active borough in SV and understanding the drivers behind it			2	2	4
End date	2020-21								
<b>Project 2</b>		Project Title: 2	<b>ASB Strategy renewal</b>	Improved effectiveness					
Start date	2020-21		Review and redesign the councils, and partnerships, approach to ASB incorporating the administrations requirements on enforcement, the service development in court presentation and ensuring that the Police BCU model does not negatively impact on ASB outcomes around matters such as CBOs and PSPO enforcement	By being clear and concise in what work the ASB service will undertake, under what powers and timeframes LBM residents will be clearer as to the service deliverables. The council will also have greater scope to hold partners to account for their delivery			2	2	4
End date	2020-21								
<b>Project 3</b>		Project Title: 3	<b>VAWG Strategy renewal</b>	Improved reputation					
Start date	2020-21		Review and redesign the partnerships VAWG strategy ensuring that the council, and partners, identify and address the VAWG strands most needed. Build on the developed areas of work to further enhance outcomes and commence exploration in less developed fields of work. Move away from Safer Merton holding all responsibility for the VAWG strategy to a more co-designed and jointly owned approach	Merton is known as a good council for VAWG already but a redesigned strategy will further enhance this reputation and cement our work			2	2	4
End date	2020-21								
<b>Project 4</b>		Project Title: 4	<b>ASB Enforcement - Tackling Law Breakers</b>	Improved reputation					
Start date	2018-19		As part of work to meet the manifesto pledge to "tackle non law abiding citizens" Safer Merton, and the Community Safety Partnership, will increase enforcement work across key areas of business as set out in the TOM. Areas of work will include: Issuing community protection warnings and notices, use of premise closure powers, use of injunctions, use of positive prohibitions to encourage engagement in treatment and care services	The community - Residents understand, and can see, what work is being undertaken to address poor behaviour and how their support contributes to this Reputational - elected members can see how their manifesto is being delivered and Merton is known as a borough where action is taken against non law abiding citizens			5	1	5
End date	2020-21								
<b>Project 5</b>		Project Title: 5	<b>Public Space Protection Order (PSPO) renewal</b>	Risk reduction and compliance					
Start date	2019-20		The current street drinking PSPO expires in October 2020. In Autumn 2019 a thorough consultation and engagement process must be undertaken to ascertain if PSPOs should continue in Merton beyond 2020 and if so in which area(s). Consultation will involve residents, businesses, elected members and any other person(s) whom have an involvement with Merton. This will be the biggest engagement process undertaken by Safer Merton for some time	The community - Residents state the street drinking is one of their top three crime concerns. Any extension of the current PSPO will allow for continued work to enforce against problematic persons Reputational - Data will show where, and how, the PSPO is being enforced and where street drinking challenges are present. This will shape geographical areas of consideration. A data lead approach will mean that areas of need are covered and areas where demand is not present will not			5	3	15
End date	2020-21								
<b>Project 6</b>		Project Title: 6	<b>CCTV service review</b>	Improved staff skills and development					
Start date	2019-20		A full, root and branch review of CCTV is required. Previously commissioned service review (undertaken in 2014) identified several areas for review which have not been progressed. Gaps in service delivery are an ever present risk, contracts for key aspects of service are not in place and/or do not offer value for money and the service requires a dedicated manager to look at greater commercialisation possibilities and operational hours - do we need a 24/7 service, can we seek to share service, how do we become a more efficient, cost neutral benefit to LBM	The significance and volume of work for this project is significant and cannot be under-estimated. The benefits will vary significantly depending on the final scope of the review. Potential benefits: For the recipients - Staff are more engaged and are able to work in a more effective and efficient manner. Reputational - Outcomes and improvements are seen across the CCTV service with current operational challenges overcome			2	3	6
End date	2020/21								
<b>Project 7</b>		Project Title: 7	<b>CCTV maintenance commissioning</b>	Improved efficiency (savings)					
Start date	2020/21		To commission a new CCTV service maintenance contract - this contract will ensure that all LBM owned cameras are maintained and operational alongside, capital funding dependent, that a replacement programme of camera upgrades also takes place It is likely that the contract length will be upwards of five years and may also link in with Project 6, CCTV service review	It is envisaged that the council will benefit from greater scales of economy in annual maintenance fee per camera alongside decreased downtime of cameras - especially if a replacement programme is rolled out			3	2	6
End date	2020/21								

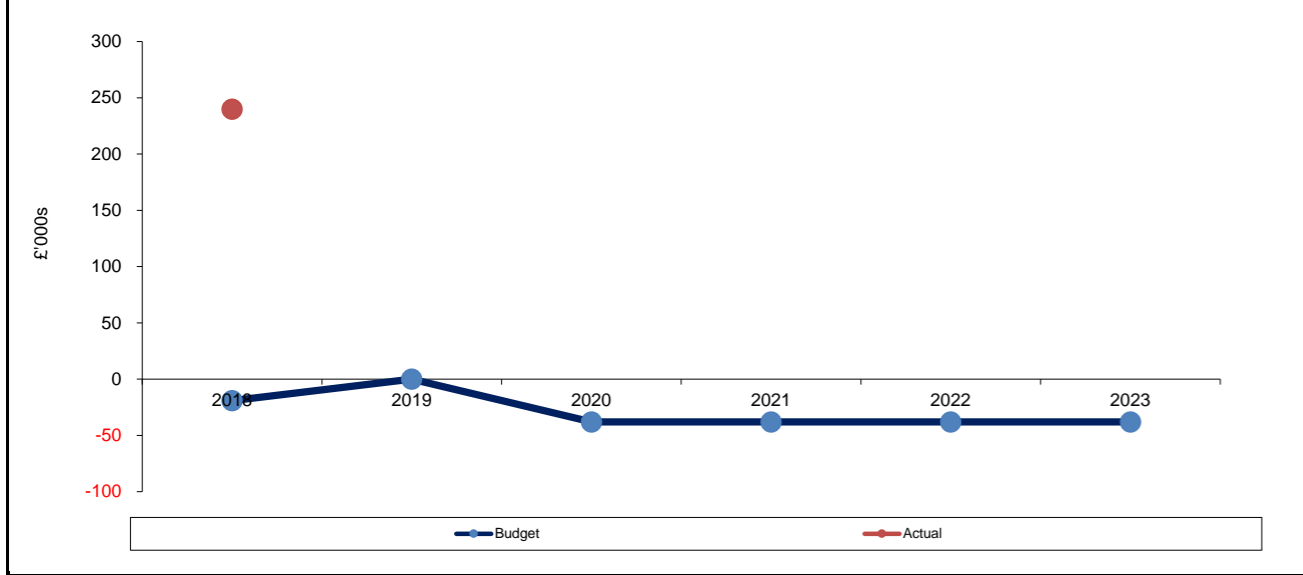
Transport	Planning Assumptions							The Corporate strategies your service contributes to		
Cllr Martin Whelton: Cabinet Member for Regeneration, Housing and Transport	Anticipated demand	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24			
Enter a brief description of your main activities and objectives below  To provide effective Home to School and Vulnerable Adults transport service, using the in-house fleet of buses and assorted vehicles  To provide health & safety and vehicle related in-house training to all council staff and external organisations utilising the Councils fleet of vehicles. To provide a transport solution service to the Council to ensure that transport needs are met and are best value and sustainable. To reduce air pollution and adverse impact on the environment.	CSF Passenger Journeys - In-House	70,000			Dependent on outcome of transport review by CSF and C&H			Children and Young People's Plan		
	C&H Passenger Journeys - In-House	70,000			Dependent on outcome of transport review by CSF and C&H			Special Educational Needs and Disabilities Strategy		
<b>Anticipated non financial resources</b>										
No.Transport Fleet vehicles	40			Dependent on outcome of transport review by CSF and C&H						
Staff	44.84	42.36	42.39	42.39	42.39	42.39				
Performance indicator	Actual Performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2018/19(A)	2019/20(T)	2020/21(P)	2021/22(P)	2022/23(P)	2023/24(P)				
% Client user satisfaction	100	97	97	97	97	97	High	Annual	Outcome	Reduced customer service
Average % passenger vehicles in use	87	85	85	85	85	85	High	Annual	Unit cost	Reduced customer service
% in-house journey that meet timescales	85.08	85	85	85	85	85	High	Annual	Outcome	Reduced customer service
Sickness - average days per FTE	37.5	9.5	9.5	9	9	9	Low	Monthly	Unit cost	Increased costs
% of council fleet using Diesel fuel	N/A	80%	80%	80%	80%	80%	High	Annual	Outcome	Environmental issues

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
<b>Expenditure</b>	<b>4,224</b>	<b>4,469</b>	<b>4,013</b>	<b>(23)</b>	<b>3,920</b>	<b>3,920</b>	<b>3,920</b>	<b>3,920</b>
Employees	1,484	1,560	1,484	32	1,579	1,579	1,579	1,579
Premises	34	29	35	(5)	33	33	33	33
Transport	1,155	1,269	1,155	(19)	1,013	1,013	1,013	1,013
Supplies & Services	33	35	33	(2)	30	30	30	30
3rd party payments	243	280	243	(19)	260	260	260	260
Transfer payments	0	0	0	0	0	0	0	0
Support services	907	928	695	0	695	695	695	695
Depreciation	368	368	368	0	310	310	310	310
<b>Revenue £'000s</b>	<b>4,243</b>	<b>4,229</b>	<b>4,013</b>	<b>59</b>	<b>3,958</b>	<b>3,958</b>	<b>3,958</b>	<b>3,958</b>
Government grants								
Reimbursements	191	189	192	(4)	158	158	158	158
Customer & client receipts	4,052	4,040	3,821	63	3,800	3,800	3,800	3,800
Recharges								
Reserves								
Capital Funded								
<b>Council Funded Net Budget</b>	<b>(19)</b>	<b>240</b>	<b>0</b>	<b>36</b>	<b>(38)</b>	<b>(38)</b>	<b>(38)</b>	<b>(38)</b>
<b>Capital Budget £'000s</b>	<b>Final Budget 2018/19</b>	<b>Actual 2018/19</b>	<b>Budget 2019/20</b>	<b>Forecast Variance 2019/20 P7</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>	<b>Budget 2022/23</b>	<b>Budget 2023/24</b>
Fleet Vehicles	0	429	54	(16)	659	300	300	300
Allegating	0	19	30	(20)	30	30	30	30
		448	84	(36)	689	330	330	330



**Summary of major budget etc. changes**

Year
2020/21
2021/22
2022/23
2023/24



DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD							
Transport							
PROJECT DESCRIPTION			MAJOR PROJECT BENEFIT		Risk		
					Likelihood	Impact	Score
<b>Project 1</b>			Review of Fleet provision (Vehicles)		Economic outcomes		
Start date	2019-20	Project Details: Undertake a vehicle replacement programme including a review of shared / pool vehicles. This will take into account the findings / recommendations of the parking review.	Financial savings from reduced fleet through shared vehicles		3	2	6
End date	2020-21						
<b>Project 2</b>			Passenger transport		Improved effectiveness		
Start date	2019-20	Project Details: Undertake a joint review of the current service offer provided to SEN and C&H.	Service efficiency		3	2	6
End date	2020-21						
<b>Project 3</b>			In Cab technology		Improved efficiency (savings)		
Start date	2019-20	Project Details: Undertake a business case to assess the benefits of vehicle tracking and dash camera recording devices	Service improvement leading to financial savings (reduced insurance claims)		3	2	6
End date	2020-21						
<b>Project 4</b>			Passenger Transport Review		Improved efficiency (savings)		
Start date	2018-19	Project Details: Commission review of Passenger transport (Make or buy supply chain management)			3	2	6
End date	2019-20						

<b>Commissioned Service</b>
<b>Waste Management and Cleansing</b>
<b>Cllr Tobin Byers: Cabinet Member for Adult Social Care, Health &amp; the Environment</b>
<b>Cllr Martin Whelton Cabinet Member for Regeneration, Environment &amp; Housing</b>
<b>Service Providers:</b>
<b>Veolia UK Ltd</b>
<b>Viridor Waste Management</b>
<b>Kingdom Ltd (Environmental Protection)</b>
<b>Noah's Ark (Stray Dogs / Enforcement)</b>

The London Borough of Merton is committed to managing the provision of high quality and sustainable waste management and cleansing services to residents, businesses and those passing through the borough. The service ambition is to maintain a clean, green and safe environment that meet the standards of London's Best Council. These services are delivered through a combination of commissioned services and in-house engagement and enforcement activities.

**The key objectives of the service are:**

- To fulfil the council's statutory responsibilities and duties with respect to waste management, street cleaning, waste enforcement and the management of stray animals.
- To provide value for money services that meet the needs of the community
- To provide a safe and supportive environment for our community and all employees engaged in delivering services.
- To promote and encourage sustainable waste management activities, maximising resource efficiency and securing value from all waste streams as far as practicably possible To maintain greater public space of which we can all be proud.

Planning Assumptions										
Anticipated demand	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24				
Housing Properties	85,000	86,000	<b>86,500</b>	86,500	86,500					
Kilometres of Roads	375	375	<b>375</b>	375	375					
Population	209,421	210,452	<b>212,658</b>	214,740	216,662	218,298				
Total household waste tonnage	71,000	69,000	<b>68,000</b>	67,000	67,000					
Anticipated non financial resources	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24				
Clienting and Commissioning Team	3.19	3.19	<b>3.09</b>	3.09	3.09	3.09				
Community Engagement and Enforcement	9	8	<b>8</b>	8	8	8				
SLWP	2	1	<b>1</b>	1	1	1				
Client Neighbourhood team	2.4	2.4	<b>2.4</b>	2.4	2.4	2.4				
Veolia UK Ltd	Contract price and schedule of rates									
Viridor										
Kingdom Ltd										
Noah's Ark										
Performance indicator	Actual Performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2018/19(A)	2019/20(T)	2020/21(P)	2021/22(P)	2022/23(P)	2023/24(P)				
% of sites surveyed on local street inspections for litter that meet the required standard (Monthly) and quarterly in line with NI195	N/A - new measure		<b>87</b>	87	87	87	High	Monthly	Perception	Reputational risk
% of street cleansing reports rectified within the contract standard time frame	N/A - new measure		<b>90</b>	90	90	90	High	Monthly	Perception	Reputational risk
% of Sites surveyed that meet the required standard for weeds	N/A - new measure		<b>90</b>	90	90	90	High	Quarterly	Perception	Reputational risk
% of Sites surveyed that meet the required standard for detritus	N/A - new measure		<b>80</b>	80	80	80	High	Quarterly	Perception	Reputational risk
% of Sites surveyed that meet the required standard for graffiti	N/A - new measure		<b>98</b>	98	98	98	High	Quarterly	Perception	Reputational risk
% of Sites surveyed that meet the required standard for flyposting	N/A - new measure		<b>97</b>	97	97	97	High	Quarterly	Perception	Reputational risk
% residents satisfied with street cleanliness	44	N/A	<b>57</b>	N/A	57	N/A	High	Biennial	Perception	Reputational risk
% of flytips removed within 24 hours	43.58	95	<b>95</b>	95	95	95	High	Monthly	Outcome	Reputational risk
No. of flytips in streets and parks recorded by Contractor	11,406	8,400	<b>12,900</b>	12,900	12,900	12,900	Low	Monthly	Outcome	Reputational risk
No. of refuse collections including recycling and kitchen waste (excluding Garden Waste) missed per 100,000	111.08	40	<b>65</b>	65	65	65	Low	Monthly	Outcome	Reduced customer service
Resident satisfaction with the Household Re-use and recycling facility (Garth Road)	N/A - new measure		<b>75</b>	75	75	75	High	Annual	Perception	Reputational risk
% of Residents satisfied with refuse collection	48	N/A	<b>73</b>	73	73	73	High	Biennial	Perception	Reputational risk
% of Household waste recycled and composted	38.95	48	<b>48</b>	48	48	48	High	Monthly	Business critical	Reputational risk
Residual waste kg per household	526.88	475	<b>475</b>	475	475	475	Low	Quarterly	Outcome	Increased costs
% Municipal solid waste sent to landfill (waste management and commercial waste)	31	10	<b>10</b>	10	10	10	Low	Quarterly	Outcome	Increased costs
% residents satisfied with recycling facilities	56	N/A	<b>72</b>	N/A	72	N/A	High	Annual	Perception	Reputational risk
Total waste arising per household (kgs)	848.22	910	<b>910</b>	910	910	910	Low	Quarterly	Outcome	Reputational risk
% FPNs issued that have been paid	73.08	75	<b>70</b>	70	70	70	High	Monthly	Output	Loss of income

Financial Information - Waste Management and Cleansing									Additional Expenditure Information
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24	2019/20 ENV1920-04 = £250k ENV102-05 = £50k
<b>Expenditure</b>	<b>17,355</b>	<b>16,290</b>	<b>17,746</b>	<b>522</b>	<b>18,045</b>	<b>18,301</b>	<b>18,557</b>	<b>18,814</b>	
Employees	785	1,073	800	99	810	811	811	811	
Premises	338	(48)	321	(94)	115	116	118	120	
Transport	238	236	242	(2)	201	204	206	209	
Supplies & Services	8,090	13,784	8,574	509	15,354	15,602	15,851	16,100	
3rd party payments	6,882	198	6,892	10	190	193	196	199	
Transfer payments	0	0	0	0	0	0	0	0	
Support services	406	431	314	0	314	314	314	314	
Depreciation	616	616	603	0	1,061	1,061	1,061	1,061	
Revenue £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24	
<b>Income</b>	<b>3,351</b>	<b>3,872</b>	<b>3,717</b>	<b>(648)</b>	<b>3,766</b>	<b>3,766</b>	<b>3,766</b>	<b>3,766</b>	
Government grants	36	36	0	0	0	0	0	0	
Reimbursements	177	437	325	24	326	326	326	326	
Customer & client receipts	3,138	3,399	3,392	(672)	3,440	3,440	3,440	3,440	
Recharges	0		0		0	0	0	0	
Reserves									
Capital Funded									
<b>Council Funded Net Budget</b>	<b>14,004</b>	<b>12,418</b>	<b>14,029</b>	<b>(126)</b>	<b>14,279</b>	<b>14,535</b>	<b>14,791</b>	<b>15,048</b>	
Capital Budget £'000s	Final Budget 2018/19	Actual 2018/19	Budget 2019/20	Forecast Variance 2019/20 P7	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24	
Waste Bins	0	1,913	611	0	150	0	0	0	
Fleet Vehicles	0	2,670	0	0	0	0	340	0	
Other	0	39	0	0	18	0	0	0	
<b>P</b>		<b>4,622</b>	<b>611</b>	<b>0</b>	<b>168</b>	<b>0</b>	<b>340</b>	<b>0</b>	

## DETAILS OF MAJOR PROJECTS

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PROJECT DESCRIPTION		Major Projects Benefits		Risk			
				Likelihood	Impact	Score	
<b>Project 1</b>	Project Title:	<b>New Waste collection Service (Wheelie Bins)</b>		Improved effectiveness			
Start date	<b>2019-20</b>	Project Details:	Promote the use of 'Street Champions' in order to educate / train members of the public to support the wider work of the Public Space department.	Improved service delivery	3	3	9
End date	<b>2020-21</b>						
<b>Project 2</b>	Project Title:	<b>Waste disposal</b>		Improved effectiveness			
Start date	<b>2012-13</b>	Project Details:	Review current disposal arrangements and develop a new commissioning and procurement plan for each of the main waste streams. This will be undertaken in partnership with SLWP	Environmental benefits from diverting waste from landfill, sustainable waste management	3	2	6
End date	<b>2019-20</b>						
<b>Project 3</b>	Project Title:	<b>Neighbourhood Recycling Centres</b>		Improved customer experience			
Start date	<b>2019-20</b>	Project Details:	Following the implementation of the new waste collection service and the introduction of new containers for recycling undertake a review of the neighbourhood recycling sites to ensure that they continue to provide a valued service and meet the needs of the community.	Resident satisfaction / reduced level of fly tips. Improved public realm	3	2	6
End date	<b>2019-20</b>						
<b>Project 4</b>	Project Title:	<b>Environmental Enforcement</b>		Improved efficiency (savings)			
Start date	<b>2019-20</b>	Project Details:	Undertake a commissioning review of the external enforcement arrangements (make or buy review) taking into account the wider scope for shared working of enforcement activities.	Service efficiency	3	2	6
End date	<b>2020-21</b>						

## CAPITAL STRATEGY 2020-24

### 1 Introduction

- 1.1 As part of the Prudential Code for Capital Finance in Local Authorities 2017 local authorities are required to produce a capital strategy.
- 1.2 Merton's Capital Strategy for 2020-24 has been aligned and integrated with the Business Plan for the period 2020-24. The Business Plan sets out how the Authority's objectives have been shaped by Merton Partnership in the Community Plan. The Community Plan sets out the overall vision and strategic direction of Merton which are embodied into five strategic themes:-
- Children's Trusts;
  - Health and Wellbeing Board;
  - Safer and Stronger Communities;
  - Sustainable Communities and Transport;
  - Corporate Capacity
- 1.3 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.
- 1.4 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 2020-24 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.
- 1.5 Merton's scrutiny function reflects the five strategic themes above and the themes have been incorporated into the bidding process for capital funding to ensure that scarce financial resources are targeted towards strategic objectives.

## **2 Planning Infrastructure**

### **2.1 Business Plan 2020-2024**

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

### **2.2 Target Operating Models (TOMs)**

2.2.1 TOMs, or Target Operating Models are a series of strategy documents that set out how the organisation will respond to and manage change over the coming months and years. TOMs have been produced for Service Areas or Departments throughout the council.

2.2.2 A TOM is a statement of how an organisation will deliver its services within a certain structure as a future point in time, TOMs are living documents and will change as the organisation develops. There are a number of elements to a TOM, for Merton these are – Customer Segments, Channels, Services, Organisation, Processes, Information, Technology, Physical Location and People

2.2.3 Developing a TOM is about planning and preparing for change and improvement in a given service. Taking the time to prepare/refresh a TOM allows those within a service to consider its many facets and dependencies and determine how these will change over the coming years. Having an ambitious vision for what the future looks like for the service (which is what a TOM provides), ensures that improvement activity will be more disciplined and controlled and therefore more likely to succeed.

### **2.3 Service Plans**

2.3.1 In developing the Capital Strategy, clear linkages have also been identified with not only the Business Plan, TOMs but also departmental service and commissioning 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.

### **2.4 Capacity, Skills and Culture**

2.4.1 Team planning and staff appraisals highlight staff developmental requirements and monitor their progression. Qualified financial staff meet the continual professional development requirements of their relevant CCAB organisation.

- 2.4.2 Member induction and development is led corporately by the Authority's Human Resources division, this is supplemented, where appropriate, with additional financial briefings.

## **2.5 Capital Strategy**

- 2.5.1 This Capital Strategy is a fundamental component of our approach since it reflects our strategic priorities across the council and endeavors 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.
- 2.5.2 Attached as Annex 6 is the Capital Investment Strategy for the investments/loans the Authority will hold/holds primarily to generate financial returns.

## **3 Accounting Definitions and Practices**

- 3.1 The council's approach to Capital Accounting follows the Code of Practice on Local Authority Accounting, which itself is based on the International Financial Reporting Standards (IFRS) and guidance issued by CIPFA and professional accounting networks.
- 3.2 As in previous years, there has been continual review of the Capital Programme to ensure that expenditure meets the strict definition and to identify any items which would be more appropriate to be charged to revenue. This has not resulted in any major changes to the future programme.
- 3.3 The de-minimis of capital expenditure for the authority is set at £10,000 per project. This applies to all schemes within our capital programme, however in exceptional circumstances thresholds below this may be considered where specific items of expenditure are below this de-minimis level but meet proper accounting definitions of capital expenditure.
- 3.4 Individual schools may choose to adopt the above de-minimis limit or use the limit of £2,000 as mentioned in some Department for Education and HMRC guidance for various types of school.
- 3.5 IFRS 9 requires that investment in risk capital will need to be valued annually at fair value with any loss or gain being written through the profit and loss account in the year it occurs.



3.6 IFRS 16 will require all but short-term de-minimis leasing rental/leasing arrangements appear on the Authority's balance sheet from the financial year 2020/21.

#### **4 Corporate and strategic capital expenditure appraisal planning and control**

##### **4.1 Capital Programme Board**

4.1.1 Merton's Capital Strategy is coordinated by the Capital Programme Board. The board, which is effectively a sub-group of the Corporate Management Team (CMT). The Board comprises the Directors of Corporate and Environment and Regeneration Services with selected Level 2/3 managers from each service department.

4.1.2 The Terms of Reference of the Board are:

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

4.1.3 The role of the Board is to:

- Set framework and guidelines for capital bids;
- Draft the capital programme for consideration by CMT and Cabinet;
- Review capital bids and prioritise in accordance with the council's strategic objectives;
- Identify and allocate capital funds;
- Monitor progress of capital programmes/projects and key variances between plans and performance;
- Monitor budgets of capital programmes/projects against forecasts;
- Monitor benefits and ensure they are realised. Monitor capital receipts
- Develop and share good practice

4.1.4 The Board will be accountable to the Corporate Management Team who will receive reports and escalated matters from the Board on a regular basis. CMT will set the strategy and direction, the Capital Programme Board will operationalise this and escalate concerns and ideas. The Board will refer to, and take advice from, the Procurement Board on any proposals and/or decisions that have a procurement dimension. The Board will work closely with the Property and Asset Management Board on any property/asset related proposals.

4.1.5 The Board will make agendas and minutes available to the other Governance Boards within 5 working days of the meeting.

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

4.1.7 The council has had a robust policy for many years of reviewing its property holding and disposing of surplus property, this is detailed in the Asset Management Plan (AMP) which also includes policy and procedures for land and property acquisition. All capital receipts are pooled, unless earmarked by Cabinet, and are used either to finance further capital investment or for the payment of premiums on repayment of higher interest loans.

## 4.2 Capital Programme Approval and Amendment

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

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

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

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

4.2.3 For increases to the programme for existing schemes up to £100,000 must be approved by the Director of Corporate Services. Increases above this threshold must be approved by Cabinet. In accordance with the Prudential Code if the increase in the Capital Programme will substantially change prudential indicators it must be approved by Council.

4.2.4 For new schemes, the source of funding and any other financial or non-financial impacts must be reported and the limits below apply:

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

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

## 4.3 Capital Monitoring

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

4.3.2 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 with minor amendments in the later months. November monitoring is also used to measure the accuracy of year-end projections.

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

#### **4.4 Risk Management**

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

4.4.2 Risk Appetite - The council recognises that its risk appetite to achieve the 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.

### **5 Revenue budget implications of capital investment**

#### **5.1 Revenue cost or savings**

5.1.1 The capital strategy recognises that the prudential framework provides the council with flexibility, subject to the constraints of the council's revenue budget. This flexible ability to borrow, either from internal cash resources or by external borrowing, coupled with the revised treatment of finance leases with effect from 1 April 2010, means that prudential borrowing is used for the acquisition of equipment, where it is prudent, affordable and sustainable. Since 2015/16 it has been possible to borrow from internal cash resources rather than external borrowing and it is forecast that this will continue to be the case alongside the use of capital receipts within the current planning period up to 2022/23, from 2022/23 onwards (£8.4 million 22/23 and £34.9 million 23/24) borrowing will be required. Over the period 2020-25 the Authority is scheduled to repay £30.5 million (27%) of long term debt. 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:

<b>Current Programme</b>	<b>2020/21 £000s</b>	<b>2021/22 £000s</b>	<b>2022/23 £000s</b>	<b>2023/24 £000s</b>
MRP	4,874	5,707	6,801	8,592
Interest on Borrowing	6,315	6,315	6,110	6,174
<b>Total Borrowing Costs</b>	<b>11,189</b>	<b>12,022</b>	<b>12,911</b>	<b>14,766</b>
Interest on Investments	(275)	(144)	(23)	0
CCLA Investment Two Loans @ £10m	(322)	(322)	(322)	(322)
<b>Total Borrowing Costs Net of Investment interest</b>	<b>10,592</b>	<b>11,556</b>	<b>12,566</b>	<b>14,444</b>

<b>Proposed Programme Business Plan 2020-24</b>	<b>2020/21 £000s</b>	<b>2021/22 £000s</b>	<b>2022/23 £000s</b>	<b>2023/24 £000s</b>
MRP	4,874	5,574	6,850	7,593
Interest on Borrowing	6,315	6,315	6,110	6,038
<b>Total Borrowing Costs</b>	<b>11,189</b>	<b>11,889</b>	<b>12,960</b>	<b>13,632</b>
Interest on Investments	(291)	(159)	(19)	0
CCLA Investment Two Loans @ £10m	(322)	(322)	(322)	(322)
<b>Total Borrowing Costs Net of Investment interest</b>	<b>10,576</b>	<b>11,408</b>	<b>12,618</b>	<b>13,310</b>

<b>Movement in Projected Costs</b>	<b>2020/21 £000s</b>	<b>2021/22 £000s</b>	<b>2022/23 £000s</b>	<b>2023/24 £000s</b>
MRP	0	133	(49)	999
Interest on Borrowing	0	0	0	135
<b>Total Borrowing Costs</b>	<b>0</b>	<b>133</b>	<b>(49)</b>	<b>1,134</b>
Interest on Investments	16	15	(4)	0
CCLA Investment Two Loans @ £10m	0	0	0	0
<b>Total Borrowing Costs Net of Investment interest</b>	<b>16</b>	<b>148</b>	<b>(53)</b>	<b>1,134</b>

## **6 Capital resources 2020-24**

### **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 and repayment of principal
- Other contributions such as Section 106/CIL
- Council Funding – through revenue funding, use of reserves or borrowing.

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

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

6.2.2 The statement is set out in the Treasury Management Strategy.

## **7 Asset management review**

### **7.1 Capital receipts**

7.1.1 Capital receipts generated from the disposal of surplus and under-utilised land and property are a major source of funding and the potential available capital resources are under constant review and revision. The forecast of capital receipts included in this report are based on a 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 In December 2017, the Secretary of State announced the continuation of the capital receipts flexibility programme for a further three years, to give local authorities the continued freedom to use capital receipts from the sale of their own assets (excluding Right to Buy receipts) to help fund the revenue costs of transformation projects and release savings. By virtue of his powers under sections 16(2)(b) and 20 of the Local Government Act 2003 (“the Act”), that the local authorities listed in Annex A (“the Authorities”) treat as capital expenditure, expenditure which:

- i. is incurred by the Authorities that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years for any of the public sector delivery partners; and
- ii. is properly incurred by the Authorities for the financial years that begin on 1 April 2016 up to and including 1 April 2021.

## **7.2 Property as a corporate resource**

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

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

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

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

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

7.2.5 The Asset Management Plan is being reviewed and will include greater emphasis on the use of the council's property assets to support the council's Transformation Programme, regeneration and increased income/revenue generation.

7.2.6 The Authority is currently implementing a new IT system for asset accounting and the possibility of this system being used for more widespread asset management will be explored.

## **8 Summary of estimated disposals 2020-2024**

### **8.1 Projected 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 could result in a reduction in receipts from the VAT shelter agreement, however a Development and Disposals Clawback Agreement was entered into as part of the same transfer and this could result in a significant capital receipt should these development plans go ahead. The following table represents an estimate of an anticipated cash flow and therefore these future capital receipts have been utilised to fund the capital programme:-

<b>Anticipated Capital Receipts</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
Sale of Assets	0	0	0	0
Right to buy/VAT Shelter	900	900	900	900
Repayment of One Public Estate	0	(260)	0	0
<b>Total</b>	<b>900</b>	<b>640</b>	<b>900</b>	<b>900</b>

8.1.2 As there is currently not a need to enter into external borrowing until 2022/23, investment balances will rise with the addition of capital receipts until utilised to fund the capital programme. Average expected interest rates on investments across the years of the capital programme are approximately 1.3%, as such an increase in receipts of £1m would be expected to generate a £13,000 increase in interest in a full year.

8.1.3 The table below shows the funding of the capital programme utilising capital receipts, capital grants and contributions, capital reserves and revenue provisions. Balances held by the authority will generate interest until utilized to fund the capital programme.

<b>Capital Expenditure</b>	<b>2019/20 Estimate £000</b>	<b>2020/21 Estimate £000</b>	<b>2021/22 Estimate £000</b>	<b>2022/23 Estimate £000</b>	<b>2023/24 Estimate £000's</b>
Capital Expenditure	26,875	46,799	26,676	14,020	25,704
Slippage and Underspends	(1,808)	(12,025)	3,101	2,940	815
Total Capital Expenditure *	25,067	34,773	29,777	16,960	26,520
<b>Financed by:</b>					
Capital Receipts * and **	10,128	900	640	900	900
Capital Grants & Contributions	13,325	13,571	9,158	5,343	4,142
Revenue Provisions	1,423	3,999	57	57	30
<b>Net financing need for the year</b>	<b>191</b>	<b>16,303</b>	<b>19,922</b>	<b>10,659</b>	<b>21,447</b>

\* Finance lease expenditure is included in the table in Treasury Management Strategy but excluded from this Table

\*\* Includes anticipated in-year capital receipts in the table above

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

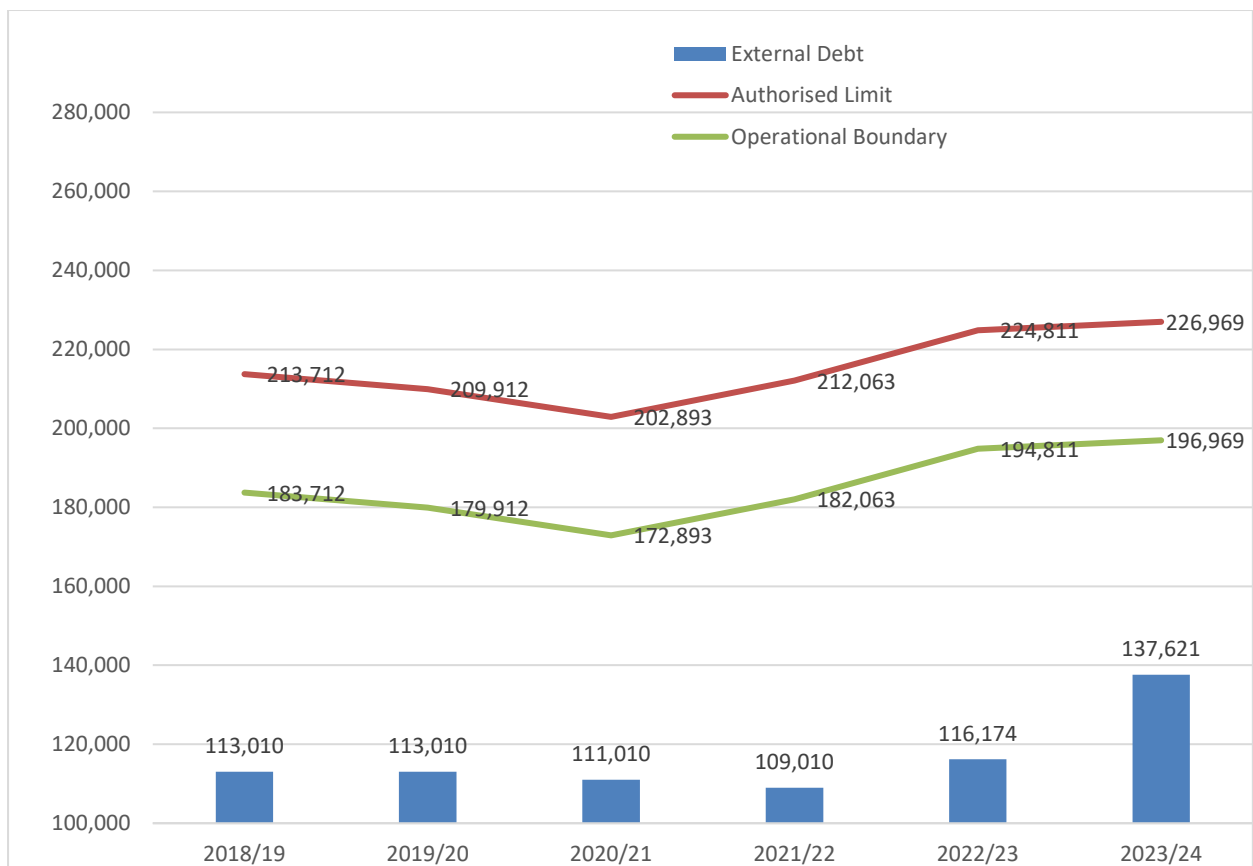


## 8.2 Debt repayment

8.2.1 The council has had a strategy to reduce its level of debt when opportunity arises in the market. The average interest payable on outstanding debt is 5.47%. For the period 2020-24, capital receipts may continue to be used to pay the premiums on the repayment of those authority debts which have high fixed interest charges, if the terms offered will result in appropriate revenue savings. Any decision to repay debt early will be considered alongside the funding however, this is unlikely to be the case in the short to medium term requirement of the programme.

8.2.2 The chart below shows the debt related treasury activity limits discussed in detail in 4.4 of the Treasury Management Strategy and incorporates the proposed capital programme and funding strategy contained in this document.

Treasury Management Limits on Activity



8.2.3 The Table below shows the maturity structure of current external debt

	Actual November 2019	Value £'000
less than 1 year	0%	-
1 to 2 years	3.54%	4,000
2 years to 5 years	23.45%	26,510
5 years to 10 years	3.98%	4,500
10 years to 20 years	11.06%	12,500
20 years to 30 years	11.95%	13,500
30 years to 40 years	28.32%	32,000
40 years to 50 years	17.70%	20,000
<b>Total</b>	<b>100.00%</b>	<b>113,010</b>

8.2.4 Section 3 of the Treasury Management Strategy details the Authority's minimum revenue provision policy statement setting out how it intends to fund unsupported capital expenditure over the expected life of assets

8.2.5 Internal borrowing to fund unsupported capital expenditure will reduce the balances available to invest under the treasury management strategy. In contrast, external borrowing will provide additional balance to invest under the Treasury Management Strategy until utilised.

## 9 Grant and Contributions Funding Capital Resources

### 9.1 Grant Funding

The Table below summarises the grants being utilised to fund the proposed capital programme over the planning period:

Grants	2019/20 £000s	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s
Heritage Lottery Fund	81	3,028	712	0	0
Transport for London LIP (earmarked) Capital *	2,825	**1,435	1,300	1,300	1,300
<b>Total: E&amp;R</b>	<b>2,906</b>	<b>4,463</b>	<b>2,012</b>	<b>1,300</b>	<b>1,300</b>
<b>School Condition (non-ringfenced)*</b>	1,915	1,900	1,900	1,900	1,900
<b>Basic Need (non-ringfenced)</b>	446	0	0	0	0
<b>Special Provision Grant</b>	1,520	491	0	0	0
<b>Healthy Schools</b>	159	30	0	0	0
<b>Total CSF</b>	<b>4,040</b>	<b>2,421</b>	<b>1,900</b>	<b>1,900</b>	<b>1,900</b>
<b>Devolved Formula Capital (Earmarked)</b>	348	TBA	TBA	TBA	TBA
<b>TOTAL: CSF*</b>	<b>4,388</b>	<b>2,421</b>	<b>1,900</b>	<b>1,900</b>	<b>1,900</b>
<b>Better Care Fund incl. Disabled Facilities Grant)**</b>	1,280	TBA	TBA	TBA	TBA
<b>Total Grant Funding * and **</b>	<b>8,574</b>	<b>6,884</b>	<b>3,912</b>	<b>3,200</b>	<b>3,200</b>

\* CSF and TfL Estimated from 2020-21

\*\* Slipped Schemes from 2019/20 and Indicative allocation for 20-21

## 9.2 Summary of Contributions

9.2.1 The Table below summarises the contributions being utilised to fund the proposed capital programme over the planning period:

<b>Contributions</b>	<b>2019/20 £000s</b>	<b>2020/21 £000s</b>	<b>2021/22 £000s</b>	<b>2022/23 £000s</b>	<b>2023/24 £000s</b>
Strategic Community Infrastructure Levy	4,004	7,052	3309	840	0
Neighbourhood Community Infrastructure Levy	478	599	0	0	0
Section 106 Agreements	897	621	633	462	145
<b>Total Used to Fund the Programme</b>	<b>5,379</b>	<b>8,272</b>	<b>3,942</b>	<b>1,302</b>	<b>145</b>

## 10 Summary of Total Resources 2020-24:

### 10.1 Summary

10.1.1 The total anticipated resources over the plan period 2019-23, including existing grant funding and anticipated CS&F grants, is summarised in the following table:-

	<b>2020/21 £000s</b>	<b>2021/22 £000s</b>	<b>2022/23 £000s</b>	<b>2023/24 £000s</b>
Grant & Contributions *	13,571	9,158	5,343	4,142
Council Funding	21,201	20,619	11,617	22,377
<b>Total</b>	<b>34,773</b>	<b>29,777</b>	<b>16,960</b>	<b>26,520</b>

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

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

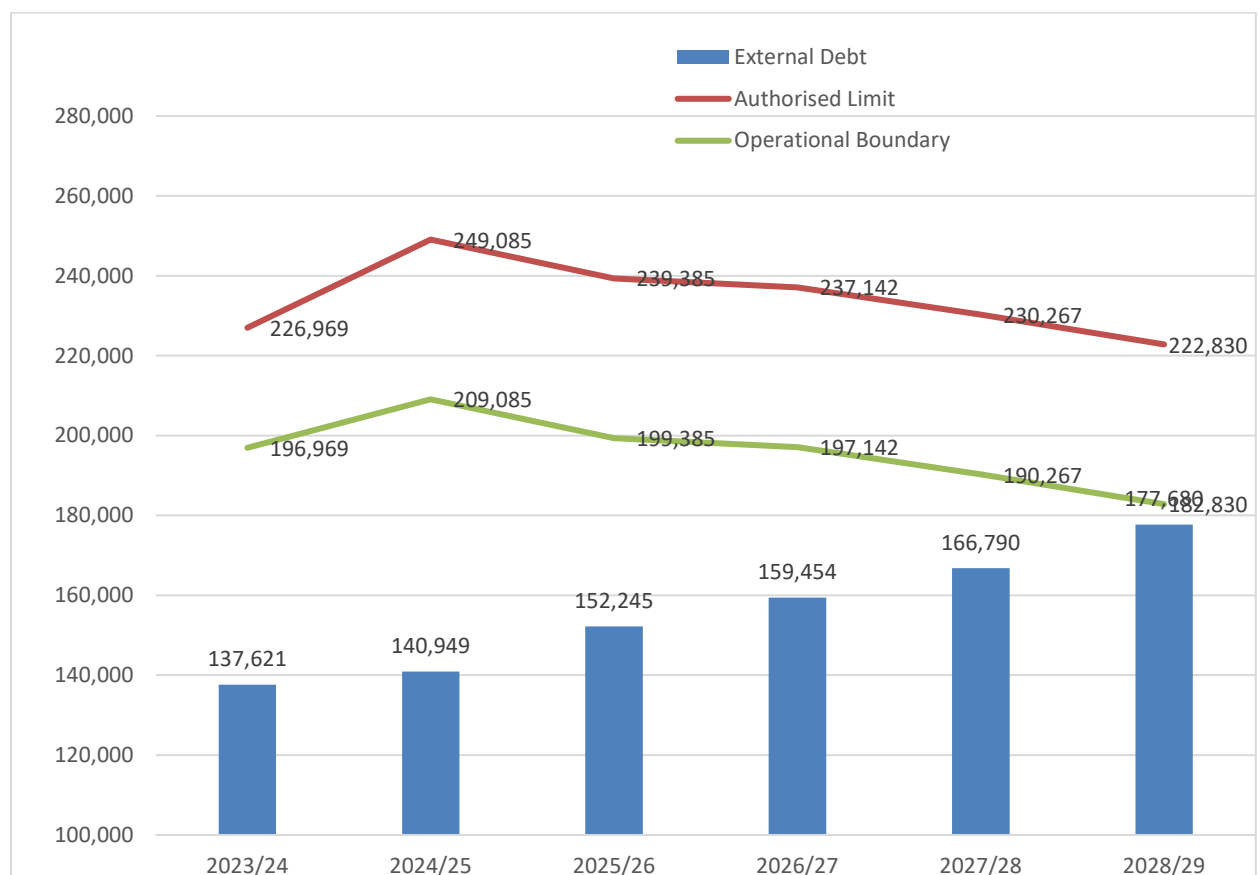
10.1.3 The Table below summarises the Indicative Capital Programme for 2024 to 2029. Additional detail is provided as Annex 5:

Department	Indicative Budget 2024-25	Indicative Budget 2025-26	Indicative Budget 2026-27	Indicative Budget 2027-28	Indicative Budget 2028-29
Corporate Services	3,055	4,186	2,970	3,280	5,670
Community and Housing *	280	630	280	420	280
Children, Schools and Families	1,900	1,900	1,900	1,900	1,900
Environment and Regeneration *	4,039	7,977	4,014	3,979	3,979
<b>Total*</b>	<b>9,274</b>	<b>14,693</b>	<b>9,164</b>	<b>9,579</b>	<b>11,829</b>

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

12.3.1 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 £219k for assets with a life of 5 years to £51k for an asset life of 50 years.

10.1.4 The Table below shows the impact of the indicative programme 2024-29 on the Authority’s debt:



## 11 Capital Bids and Prioritisation Criteria

### 11.1 Prioritisation of schemes 2023/24

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 revisions put forward over the period 2020-24, on the basis of these criteria by the board to Cabinet was £15 million (including indicative TfL and revised Housing Company Funding) as shown below.

Department	Proposed Budget 2020-21	Proposed Budget 2021-22	Proposed Budget 2022-23	Proposed Budget 2023-24
Corporate Services	(6,823)	6,883	(13,105)	13,579
Community and Housing	0	0	0	0
Children, Schools and Families	200	750	0	0
Environment and Regeneration	3,683	3,231	3,442	1,272
<b>Total</b>	<b>(2,940)</b>	<b>10,864</b>	<b>(9,663)</b>	<b>14,851</b>

## 12 Detailed Capital Programme 2019-23

### 12.1 Corporate Services

12.1.1 This department is responsible for the administration of finance and staff, together with the corporate buildings including IT and utility services. The programme is detailed in Annex 3. Its main capital expenditure is on IT software and hardware, and on improvements to buildings (including invest to save schemes). Annual capital allocations are available to meet ongoing capital commitments within property, IT and invest to save. In addition, provision is made for one off projects, business systems and corporate level schemes and contingencies.

### 12.2 Children, Schools and Families

#### 12.2.1 CSF Capital Programme 2019-23

The requirement to provide sufficient school places is a key statutory requirement and the Authority must also maintain existing school buildings for non-PFI community primary and special schools. The government provides capital grant to meet some of this need. The individual projects for this department are all listed in Annex 3.

### **12.2.2 Primary schools**

No further primary school expansion is planned. From 2019/20 £1.9 million per annum is provided for community and voluntary controlled schools (subject to grant funding) this will be limited to urgent health and safety related needs, with the council expecting schools to fund all works below £20,000. Work for the next few years will be prioritised using a conditions survey undertaken in late 2017.

### **12.2.3 Secondary school places**

The demand for secondary places is monitored regularly and trends in demand are analysed. Following the delivery of the new Harris Wimbledon Academy through the government's Free School programme, no further secondary school expansion is now planned. The capital programme for 2020/24 includes £0.3 million for the final elements of committed schemes.

### **12.2.4 Special school places**

The increase in demand for special school provision is significant and the council has a lower than average proportion of children attending in-borough state special schools. The government's Special Provision Fund only provides a proportion of the investment needed. Capital funding of £5.9 million is provided in the 2020/24 programme for the expansion of SEN provision within the borough. This includes completion of the expansion of Cricket Green School, providing primary provision for pupils with SEMH (Social, Emotional and Mental Health), expansion of ASD (Autism Spectrum Disorder), and further provision for children with medical needs.

## **12.4 Environment and Regeneration**

12.4.1 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.

12.4.2 Annual capital allocations are available to meet ongoing capital commitments within fleet vehicles, ally gating, street trees, highways and footways, sports facilities and parks. In addition, provision is made for one off projects and regeneration activities including Transport for London schemes.

## **12.5 Community and Housing**

12.5.1 This department aims to provide residents with the chance to live independent and fulfilling lives, in suitable homes within sustainable communities, with chances to learn, use information, and acquire new skills. The departmental Capital Programme for 2020-24 is detailed in Annex 3.

12.5.2 Annual capital allocations are available to meet disabled facility grants and provision is made for one off projects.

## 12.5 Overall Programme

12.5.1 The approved Capital Programme for 2020/24 follows at Annex 1, Annex 3 provides an additional breakdown detail of the approved schemes. The summary is as follows:

Department	Proposed Budget 2020-21	Proposed Budget 2021-22	Proposed Budget 2022-23	Proposed Budget 2023-24
Corporate Services	22,100	11,128	2,895	18,100
Community and Housing	2,004	913	882	425
Children, Schools and Families	6,166	3,900	1,900	1,900
Environment and Regeneration	16,530	10,735	8,343	5,279
<b>Total</b>	<b>46,799</b>	<b>26,676</b>	<b>14,020</b>	<b>25,704</b>

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 2019/20 is approved, the 2020/21 Capital Programme will be adjusted accordingly.

12.5.4 Annex 1	Capital Investment Programme - Schemes for Approval
Annex 2	Funding the Capital Programme 2020-24
Annex 3	Detailed Capital Programme 2020-24
Annex 4	Analysis of Growth/(Reduction) from current approved programme
Annex 5	Indicative Capital Programme 2024-29
Annex 6	Capital Investment Strategy

**Capital Investment Programme - Schemes for Approval****Annex 1**

Department	Scrutiny	Proposed Budget 2020-21	Proposed Budget 2021-22	Proposed Budget 2022-23	Proposed Budget 2023-24
Corporate Services		22,100	11,128	2,895	18,100
Community and Housing		2,004	913	882	425
Children, Schools and Families		6,166	3,900	1,900	1,900
Environment and Regeneration		16,530	10,735	8,343	5,279
<b>Total</b>		<b>46,799</b>	<b>26,676</b>	<b>14,020</b>	<b>25,704</b>

Department	Scrutiny	Proposed Budget 2020-21	Proposed Budget 2021-22	Proposed Budget 2022-23	Proposed Budget 2023-24
<b>Corporate Services</b>					
Customer Policy and Improvement		1,350	1,900	0	0
Facilities		1,311	1,250	950	1,675
IT Infrastructure		1,892	1,095	1,245	3,420
Resources		0	0	700	0
Corporate		17,546	6,883	0	13,005
<b>Total Corporate Services</b>		<b>22,100</b>	<b>11,128</b>	<b>2,895</b>	<b>18,100</b>
<b>Community and Housing</b>					
Adult Social Care		39	0	0	0
Housing		1,415	913	742	425
Libraries		550	0	140	0
<b>Total Community and Housing</b>		<b>2,004</b>	<b>913</b>	<b>882</b>	<b>425</b>
<b>Children, Schools and Families</b>					
All Sectors		1,900	1,900	1,900	1,900
Secondary		300	0	0	0
Special		3,966	2,000	0	0
<b>Total Children, Schools and Families</b>		<b>6,166</b>	<b>3,900</b>	<b>1,900</b>	<b>1,900</b>
<b>Environmental and Regeneration</b>					
Public Protection and Development		1,104	1,254	480	0
Street Scene and Waste		737	330	670	330
Sustainable Communities		14,689	9,151	7,193	4,949
<b>Total Environmental and Regeneration</b>		<b>16,530</b>	<b>10,735</b>	<b>8,343</b>	<b>5,279</b>
<b>Total Capital</b>		<b>46,799</b>	<b>26,676</b>	<b>14,020</b>	<b>25,704</b>

**Please Note**

1. Excludes budgets relating to future year announcements of Better Care Fund
  2. Includes indicative budgets relating to future year announcements of Transport for London Grant
- OSC = Overview and Scrutiny, CYP = Children and Young People, HCOP = Heathier Communities and Older People  
and SC = Sustainable Communities



**FUNDING THE CAPITAL PROGRAMME 2019-24****Annex2**

Merton	Capital Programme £000s	Funded by Merton £000s	Funded by grant and capital contributions £000s
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<b>2019/20 Current Budget</b>	<b>26,875</b>	<b>12,686</b>	<b>14,189</b>
Potential Slippage b/f	0	0	0
<b>2019/20 Revised Budget</b>	<b>26,875</b>	<b>12,686</b>	<b>14,189</b>
Potential Slippage c/f	(1,276)	(562)	(714)
Potential Underspend not slipped into next year	(532)	(384)	(150)
<b>Total Spend 2019/20</b>	<b>25,067</b>	<b>11,742</b>	<b>13,325</b>

<b>2020/21 Current Budget</b>	<b>46,799</b>	<b>30,716</b>	<b>16,083</b>
Potential Slippage b/f	1,276	562	714
<b>2020/21 Revised Budget</b>	<b>48,075</b>	<b>31,278</b>	<b>16,797</b>
Potential Slippage c/f	(11,196)	(8,383)	(2,813)
Potential Underspend not slipped into next year	(2,105)	(1,692)	(413)
<b>Total Spend 2020/21</b>	<b>34,773</b>	<b>21,201</b>	<b>13,571</b>

<b>2021/22 Current Budget</b>	<b>26,676</b>	<b>18,543</b>	<b>8,134</b>
Potential Slippage b/f	11,196	8,383	2,813
<b>2021/22 Revised Budget</b>	<b>37,872</b>	<b>26,926</b>	<b>10,946</b>
Potential Slippage c/f	(6,492)	(4,950)	(1,543)
Potential Underspend not slipped into next year	(1,603)	(1,357)	(246)
<b>Total Spend 2021/22</b>	<b>29,777</b>	<b>20,619</b>	<b>9,158</b>

<b>2022/23 Current Budget</b>	<b>14,020</b>	<b>9,238</b>	<b>4,782</b>
Potential Slippage b/f	6,492	4,950	1,543
<b>2022/23 Revised Budget</b>	<b>20,512</b>	<b>14,189</b>	<b>6,325</b>
Potential Slippage c/f	(2,217)	(1,481)	(735)
Potential Underspend not slipped into next year	(1,336)	(1,090)	(246)
<b>Total Spend 2022/23</b>	<b>16,960</b>	<b>11,617</b>	<b>5,343</b>

<b>2023/24 Current Budget</b>	<b>25,704</b>	<b>22,079</b>	<b>3,625</b>
Potential Slippage b/f	2,217	1,481	735
<b>2023/24 Revised Budget</b>	<b>27,921</b>	<b>23,561</b>	<b>4,360</b>
Potential Slippage c/f	(1,002)	(892)	(109)
Potential Underspend not slipped into next year	(399)	(290)	(109)

<b>Total Spend 2023/24</b>	<b>26,520</b>	<b>22,377</b>	<b>4,142</b>
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**Detailed Capital Programme 2020-24****Annex 3**

<b>Department</b>	<b>Scrutiny</b>	<b>Proposed Budget 2020-21</b>	<b>Proposed Budget 2021-22</b>	<b>Proposed Budget 2022-23</b>	<b>Proposed Budget 2023-24</b>
<b>Corporate Services</b>					
<u>Customer Policy and Improvement</u>					
Customer Contact Programme	OSC	1,350	1,900	0	0
<u>Facilities</u>					
Other Buildings - Capital Building Works	OSC	650	650	650	650
Civic Centre Boilers	OSC	201	0	0	0
Civic Centre Lighting Upgrade	OSC	0	300	0	0
Combined Heat and Power (CHP) System Rep.	OSC	0	0	0	450
Absorption Chiller Replacement	OSC	0	0	0	275
Civic Centre Cycle Parking	OSC	60	0	0	0
Invest to Save schemes	SC	400	300	300	300
<u>IT Infrastructure</u>					
Aligned Assets	OSC	0	75	0	0
Environmental Asset Management	OSC	0	0	240	0
Revenue and Benefits	OSC	400	0	0	0
Capita Housing	OSC	100	0	0	0
ePayments Project	OSC	157	0	0	0
School Admission System	OSC	125	0	0	0
Planning&Public Protection Sys	OSC	200	0	0	550
Kofax Scanning	OSC	0	0	0	0
Spectrum Spatial Analyst Repla	OSC	165	0	0	0
Ancillary IT Systems	OSC	0	50	0	0
Youth Justice IT Systems	OSC	85	0	0	0
Replacement SC System	OSC	0	0	0	2,100
Project General	OSC	390	870	705	770
Data Centre Support Equipment	OSC	150	0	0	0
Network Switch Upgrade	OSC	0	0	200	0
IT Equipment	OSC	120	100	100	0
<u>Resources</u>					
Financial Systems	OSC	0	0	700	0
<u>Corporate</u>					
Acquisitions Budget	OSC	0	0	0	6,985
Capital Bidding Fund	OSC	0	0	0	1,186
Multi-Functioning Device (MFC)	OSC	600	0	0	0
Westminster Coroners Court	OSC	455	0	0	0
Housing Company	OSC/SC	16,491	6,883	0	0
Corporate Capital Contingency	OSC	0	0	0	4,834
<b>Total Corporate Services</b>		<b>22,100</b>	<b>11,128</b>	<b>2,895</b>	<b>18,100</b>

**Please Note**

1. Excludes budgets relating to future year announcements of Better Care Fund
  2. Includes indicative budgets relating to future year announcements of Transport for London Grant
- OSC = Overview and Scrutiny, CYP = Children and Young People, HCOP = Heathier Communities and Older People and SC = Sustainable Communities

**Detailed Capital Programme 2020-24 Continued.....****Annex 3**

Department	Scrutiny	Proposed Budget 2020-21	Proposed Budget 2021-22	Proposed Budget 2022-23	Proposed Budget 2023-24
<b>Community and Housing</b>					
<u>Adult Social Care</u>					
Telehealth	HCOP	39	0	0	0
<u>Housing</u>					
Disabled Facilities Grant	SC/HCOP	927	280	280	280
Learning Dsbility Aff Housing	SC/HCOP	488	633	462	145
<u>Libraries</u>					
Library Self Service	SC	350	0	0	0
West Barnes Library Re-Fit	SC	200	0	0	0
Library Management System	SC	0	0	140	0
<b>Total Community and Housing</b>		<b>2,004</b>	<b>913</b>	<b>882</b>	<b>425</b>

Department	Scrutiny	Proposed Budget 2020-21	Proposed Budget 2021-22	Proposed Budget 2022-23	Proposed Budget 2023-24
<b>Children, Schools and Families</b>					
<u>All Sectors</u>					
Unallocated - Schools Capital maintenance	CYP	1,900	1,900	1,900	1,900
<u>Secondary</u>					
Harris Academy Wimbledon New School	CYP	300	0	0	0
<u>Special</u>					
Perseid - Schools Capital maintenance	CYP	8	0	0	0
Cricket Green School Expansion	CYP	100	0	0	0
Melrose Primary SEMH annexe 16	CYP	1,550	0	0	0
Melrose Secondary SEMH 14 Places	CYP	200	750	0	0
Harris Morden Sec Autism Unit	CYP	1,360	0	0	0
Further SEN Provision	CYP	288	0	0	0
Primary ASD base 1-20 places	CYP	100	0	0	0
Secondary SEMH/medical PRU	CYP	80	800	0	0
New ASD Provision	CYP	250	450	0	0
Melbury College - Healthy Schools	CYP	30	0	0	0
<b>Total Children, Schools and Families</b>		<b>6,166</b>	<b>3,900</b>	<b>1,900</b>	<b>1,900</b>

**Please Note**

1. Excludes budgets relating to future year announcements of Better Care Fund
  2. Includes indicative budgets relating to future year announcements of Transport for London Grant
- OSC = Overview and Scrutiny, CYP = Children and Young People, HCOP = Heathier Communities and Older People and SC = Sustainable Communities

**Detailed Capital Programme 2020-24 Continued.....****Annex 3**

Department	Scrutiny	Proposed Budget 2020-21	Proposed Budget 2021-22	Proposed Budget 2022-23	Proposed Budget 2023-24
<b>Environmental and Regeneration</b>					
<b>Public Protection and Development</b>					
P&D machines for emission-based charging	SC	500	0	0	0
Car Park Upgrades	SC	464	520	0	0
CCTV cameras and infrastructure upgrade	SC	140	699	480	0
Public Protection and Developm	SC	0	35	0	0
<b>Street Scene and Waste</b>					
Replacement of Fleet Vehicles	SC	584	300	300	300
Envir. Imps - Mechanical Street Washer	SC	75	0	0	0
Alley Gating Scheme	SC	30	30	30	30
Waste SLWP IT & Premises	SC	18	0	0	0
Waste Bins	SC	30	0	0	0
Replacement of Fleet Vehicles	SC	0	0	340	0
<b>Sustainable Communities</b>					
Street Tree Programme	SC	60	60	60	60
New street tree planting programme	SC	50	50	0	0
Street Lighting Replacement Prog.	SC	290	290	290	290
Casualty Reduction & Schools	SC	70	0	0	0
Traffic Schemes	SC	250	150	150	150
Surface Water Drainage	SC	69	69	69	69
Repairs to Footways	SC	1,000	1,000	1,000	1,000
Maintain AntiSkid and Coloured Surface	SC	70	70	70	70
Borough Roads Maintenance	SC	1,200	1,200	1,200	1,200
Highways bridges & structures	SC	480	260	260	260
Culverts Upgrade	SC	250	250	0	0
Unallocated TfL	SC	1,300	1,300	1,300	1,300
Cycle access/parking	SC	10	0	0	0
Lost Rivers Repairs	SC	100	100	100	0
Mitcham Town Centre	SC	382	0	0	0
Figges Marsh	SC	55	0	0	0
Regeneration - Canons - Parks for People	SC	2,244	533	0	0
Wimbledon Public Realm Implementation	SC	500	500	500	0
Crowded Places-Hostile Vehicl	SC	268	0	0	0
Transportation Enhancements	SC	0	0	0	0
Morden TC Regeneration Match Funding	SC	2,000	2,500	1,500	0
Haydons Road Shop Front Improvement	SC	204	0	0	0
Christmas Lighting	SC	95	0	0	0
Vacant Premises Upgrade	SC	25	0	0	0
Wimbledon Park Lake Reservoir Safety	SC	1,318	0	0	0
Leisure Centre Plant & Machine	SC	250	250	250	250
Parks Investment	SC	300	300	300	300
Parks - Canons - Parks for People	SC	1,188	179	0	0
Merton Park Green Walks	SC	38	0	0	0
Abbey Recreation Ground	SC	40	0	0	0
New interactive water play feature at Wimbledon Park	SC	226	0	0	0
Wimbledon Park Surfacing of top entrance car park	SC	40	0	0	0
Paddling Pools (borough wide) OPTION 1	SC	90	90	90	0
Paddling Pools (borough wide) OPTION 2	SC	226	0	0	0
Mortuary Provision	SC	0	0	54	0
<b>Total Environmental and Regeneration</b>		<b>16,530</b>	<b>10,735</b>	<b>8,343</b>	<b>5,279</b>
<b>Total Capital</b>		<b>46,799</b>	<b>26,676</b>	<b>14,020</b>	<b>25,704</b>

**Please Note**

1. Excludes budgets relating to future year announcements of Better Care Fund
  2. Includes indicative budgets relating to future year announcements of Transport for London Grant
- OSC = Overview and Scrutiny, CYP = Children and Young People, HCOP = Heathier Communities and Older People and SC = Sustainable Communities

Annex 4

**Growth/(Reductions) against Approved Programme 2020-23 and Indicative Programme 2023-24**

Department	Proposed Budget 2020-21	Proposed Budget 2021-22	Proposed Budget 2022-23	Proposed Budget 2023-24
Corporate Services	(6,823)	6,883	(13,105)	13,579
Community and Housing	0	0	0	0
Children, Schools and Families	200	750	0	0
Environment and Regeneration	3,683	3,231	3,442	1,272
<b>Total</b>	<b>(2,940)</b>	<b>10,864</b>	<b>(9,663)</b>	<b>14,851</b>

Department	Proposed Budget 2020-21	Proposed Budget 2021-22	Proposed Budget 2022-23	Proposed Budget 2023-24
<b>Corporate Services</b>				
Facilities	60	0	0	725
IT Infrastructure	0	0	(100)	(151)
Corporate	(6,883)	6,883	(13,005)	13,005
<b>Total Corporate Services</b>	<b>(6,823)</b>	<b>6,883</b>	<b>(13,105)</b>	<b>13,579</b>
<b>Children, Schools and Families</b>				
Special	200	750	0	0
<b>Total Children, Schools and Families</b>	<b>200</b>	<b>750</b>	<b>0</b>	<b>0</b>
<b>Environmental and Regeneration</b>				
Public Protection and Development	1,104	1,219	480	0
Street Scene and Waste	75	0	0	0
Sustainable Communities	2,504	2,012	2,962	1,272
<b>Total Environmental and Regeneration</b>	<b>3,683</b>	<b>3,231</b>	<b>3,442</b>	<b>1,272</b>
<b>Total Capital</b>	<b>(2,940)</b>	<b>10,864</b>	<b>(9,663)</b>	<b>14,851</b>

**Indicative Capital Programme 2024-29****Annex 5**

Department		Indicative Budget 2024-25	Indicative Budget 2025-26	Indicative Budget 2026-27	Indicative Budget 2027-28	Indicative Budget 2028-29
<b>Corporate Services</b>						
Customer Contact Programme	OSC	0	1,000	1,000	1,000	0
Other Buildings - Capital Building Works	OSC	650	650	650	650	650
Invest to Save schemes	OSC	300	300	300	300	300
Aligned Assets	OSC	0	0	0	75	0
Environmental Asset Management	OSC	0	0	0	250	0
Revenue and Benefits	OSC	0	400	0	0	0
Capita Housing	OSC	0	100	0	0	0
ePayments Project	OSC	0	125	0	0	0
School Admission System	OSC	0	125	0	0	0
Planning&Public Protection Sys	OSC	0	0	0	0	550
Kofax Scanning	OSC	0	100	0	0	0
Spectrum Spatial Analyst Repla	OSC	0	200	0	0	0
Parking System	OSC	0	126	0	0	0
Ancillary IT Systems	OSC	0	0	50	0	0
Youth Justice IT Systems	OSC	100	0	0	0	0
Planned Replacement Programme	OSC	1,405	1,060	970	1,005	770
Financial Systems	OSC	0	0	0	0	700
Multi-Functioning Device (MFC)	OSC	600	0	0	0	600
<b>Total Corporate Services</b>		<b>3,055</b>	<b>4,186</b>	<b>2,970</b>	<b>3,280</b>	<b>5,670</b>
<b>Community and Housing</b>						
Disabled Facilities Grant	SC/HCOP	280	280	280	280	280
Library Self Service	SC	0	350	0	0	0
Library Management System	SC	0	0	0	140	0
<b>Total Community and Housing</b>		<b>280</b>	<b>630</b>	<b>280</b>	<b>420</b>	<b>280</b>
<b>Children, Schools and Families</b>						
Unallocated - Schools Capital maintenance	CYP	1,900	1,900	1,900	1,900	1,900
<b>Total Children, Schools and Families</b>		<b>1,900</b>	<b>1,900</b>	<b>1,900</b>	<b>1,900</b>	<b>1,900</b>
<b>Environmental and Regeneration</b>						
Pay and Display Machines	SC	60	0	0	0	0
Public Protection and Developmnt	SC	0	0	35	0	0
Replacement of Fleet Vehicles	SC	300	300	300	300	300
Alley Gating Scheme	SC	30	30	30	30	30
Waste SLWP IT & Premises	SC	0	42	0	0	0
Replacement of Fleet Vehicles	SC	0	3,956	0	0	0
Street Tree Programme	SC	60	60	60	60	60
Street Lighting Replacement Pr	SC	290	290	290	290	290
Traffic Schemes	SC	150	150	150	150	150
Surface Water Drainage	SC	69	69	69	69	69
Repairs to Footways	SC	1,000	1,000	1,000	1,000	1,000
Maintain AntiSkid and Coloured Surface	SC	70	70	70	70	70
Borough Roads Maintenance	SC	1,200	1,200	1,200	1,200	1,200
Highways bridges & structures	SC	260	260	260	260	260
Leisure Centre Plant & Machine	SC	250	250	250	250	250
Parks Investment	SC	300	300	300	300	300
<b>Total Environmental and Regeneration</b>		<b>4,039</b>	<b>7,977</b>	<b>4,014</b>	<b>3,979</b>	<b>3,979</b>
<b>Total Capital</b>		<b>9,274</b>	<b>14,693</b>	<b>9,164</b>	<b>9,579</b>	<b>11,829</b>

## Capital Investment Strategy

ANNEX 6

### 1. Overview

This annex is new to the Capital Strategy and details the approach adopted in non-core investment activity and sets out how this will help the Authority to deliver its core functions. The definition of Investment covers all financial assets of a local authority as well as non-financial assets that the organisation holds primarily to generate financial returns, such as investment property portfolios.

The annex will detail the security, liquidity and yield of investments and consider risk management and capacity, skills and culture.

### 2. Detail

During the 2020-21 financial year the Authority is planning the following investment activity:

- i) Section 5 of the Treasury Management Strategy sets out the Authority's short to medium term Investment Strategy. This strategy focusses on short to medium term low risk investments.
- ii) To complement the Authority's investment activity it has established a Wholly Owned Housing Company (Merantun) to provide an investment opportunity for the Authority. This longer term investment strategy is of higher risk, will contribute towards the regeneration and affordable housing activity of the Authority and provide higher returns.
- iii) The Authority has also undertaken a long term investment in CHAS 2013 via the purchase of a £1 share, which generates considerable returns via dividend payments.

From 1 April 2018 (financial year 2018/19) the International Financial Reporting Standard 9 (Financial Instruments) came into force. Its purpose was to make accounting for financial instruments more transparent. By the end of financial year 2019/20 the Council will have a financial investment in the wholly owned housing company of £1.91 million. This investment will appear in the Council's accounts but will not appear in the Group Accounts (i.e those for the Council and its two subsidiaries) as it will be eliminated through the consolidation process which will offset the investment by the Council against the share capital in the Housing Company. There will however be an explanatory note added as part of documentation and this will consider the risk involved in such an investment.

### 3. Security

The activity in Section 2 of this Annex have and will result in:

- i) Short to Medium Term investment of available cash resources in low risk low return investment.
- ii) Financial limits have been set on the Maximum sums currently available to the Housing Company:
  - a. Loan to the Wholly Owned Housing Company up to £13.766 million combined, with

- b. Equity estimated circa £12.41 million (£8.413 Land Equity and £4.0million Working Capital - funding currently under review)

The Authority utilised two externally developed models and a detailed business case to underpin the proposals to assess the financial viability. Legal documentation requires that all assets are returned to Merton at the cessation of the company.

Sensitivity analysis has been undertaken and vulnerability has been identified in respect of the RPI for housing rentals and house prices – these market factors will be monitored closely.

- iii) The £1 investment in CHAS 2013 provides continued secure returns to the authority from this wholly owned organisation.

#### 4. Liquidity

- i) Short to medium term cash investments can be liquidated easily.
- ii) Investments are held in CHAS 2013 Limited and Merantun. It is not currently envisaged that these investments need to be redeemed in the short to medium term. If such a need did arise the following example demonstrates the flexibility available to the council:
- iii) Merantun – the following three approaches are possible:
  - a. Sites could be sold by the company at a profit once planning permission has been obtained
  - b. the business model proposed development of housing on four sites within the first three years, at this juncture housing can be sold at any time to generate receipts through to the Council
  - c. The Housing Company itself could be sold

The authority has a loan with MSJCB and intends to enter into a loan with Merantun, should the Authority need to liquidate these, loans could be sold.

#### 5. Yield

##### 5.1 Expected yield:

- i) Section 5 of the Treasury Management Strategy details the yield expected from short to medium term cash investments
- ii) Detailed financial modelling has been undertaken for Merantun as part of Capital forecasting and the use of specialised models have evaluated the impact on and return to the Authority. The following return is currently anticipated:
  - a. The Loan to Merantun will be made at a rate 6.5+% (*loan amount, timing/flexibility and interest rate are currently under review*)
  - b. The Model Assessed the Internal Rate of Return as 6.39% (*currently under review*)
- iii) Revenue returns from dividends and use of intellectual property from CHAS 213 are built into the Medium Term Financial Strategy.



In assessing whether investment assets retain sufficient value to provide security of investment officers will be mindful of the fair value model in the International Accounting Standard 40: Investment Property.

## **6. Borrowing in Advance of Need**

- 6.1 Section 4.2 of the Treasury Management Strategy details the current and future level of under borrowing by the Authority and sets out the Authority's borrowing strategy linked to this and internal borrowing.
- 6.2 Current indications are that interest rates are likely to rise making it more expensive to borrow. Consideration will be given to the timing of required borrowing to minimise the cost to the Authority and with regard to the current debt portfolio (detailed in Section 4.5 of the Treasury Management Strategy)

## **7. Risk Assessment**

- 7.1 The council recognises that its risk appetite to achieve the 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.
- 7.2 It is also recognised that a higher level of risk may need to be accepted, for example, to generate higher returns from loans and investment. 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.
- 7.3 Within its portfolio of risk Merton has:
- i) Short to medium term low return, low risk cash investment
  - ii) Medium to long term investment in CHAS 2013 which is providing sizeable dividends and returns for use of intellectual property, and
  - iii) Medium to long term higher risk investment in a wholly owned housing company. Stress testing has identified the sensitivity around increases in rental income and house prices. The length of time investment is required for also enhances risk, flexibility is available in the timing of site and property disposal, but decisions by the company would be made on a commercial basis.

The greatest risk exposure to the Authority is when the sites are being developed after obtaining planning permission. The enhanced value of the site will not be realisable until the housing units are completed as the greatest value added will be from completed site. Once units are built there is flexibility over those sold and those retained for rental. Rental units present a longer term business model which should provide dividend income. Early marketing and sales coupled with progressing rent guarantees will be used to minimise the risk to the company and the council

## **8. Capacity, Skills and Culture**

The Authority will where appropriate, buy in expertise to progress loan and investment activity. It is also appropriate in some cases to develop expertise internally.

Within the Business model for Merantun it is recognised that the company may set up joint ventures with trusted partners for the development of some larger sites that would require specialist land assembly skills and larger sums of cash to assist with delivering the development if this is deemed to be appropriate and support the business case. It would contract with construction specialists and construction companies for the development of sites – this should minimise the risk exposure during site development. It is not envisaged that this approach will be adopted for the four sites currently being progressed.

# Draft Departmental Budget Summaries 2020-21

NB: The financial information in the budget summaries includes the latest available details but may be subject to small changes as figures continue to be reviewed.

<b>SUMMARY</b>				
<b>FULL TIME EQUIVALENTS</b>		<b>2019/20</b>	<b>2020/21</b>	
Total FTE Staff		1,815.7	1,844.7	
<b>SERVICE AREA ANALYSIS</b>				
	<b>2019/20</b>		<b>Other</b>	<b>2020/21</b>
	<b>Estimate</b>	<b>Inflation</b>	<b>Variations</b>	<b>Estimate</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Corporate Services	10,930	276	(1,022)	10,184
Education Services				
Children's Services	60,819	577	693	62,089
Environment and Regeneration	15,831	419	(2,710)	13,540
Adult Social Care				
Cultural Services	63,754	1,110	3,453	68,317
Housing General Fund				
Single Status	100	0	0	100
National insurances changes/autoenrolment	254	0	0	254
Pay Award	877	0	1,466	2,343
<b>TOTAL NET SERVICE EXPENDITURE</b>	<b>152,566</b>	<b>2,382</b>	<b>1,879</b>	<b>156,828</b>
<i>Corporate Provisions/Appropriations</i>	<i>(9,302)</i>	<i>0</i>	<i>8,384</i>	<i>(918)</i>
<b>NET EXPENDITURE</b>	<b>143,263</b>	<b>2,382</b>	<b>10,264</b>	<b>155,910</b>
<b>Funded by:</b>				
Revenue Support Grant	0	0	(5,159)	(5,159)
Business Rates	(44,026)	0	6,624	(37,402)
Improved Better Care Fund	(1,054)	0	(3,808)	(4,862)
Social Care Grant	0	0	(4,058)	(4,058)
Brexit Grant	(210)	0	210	0
New Homes Bonus	(2,108)	0	670	(1,438)
Council Tax	(92,028)	0	(4,997)	(97,025)
WPCC Levy	(343)	0	0	(343)
Collection Fund	1,301	0	(2,126)	(825)
PFI Grant	(4,797)	0	0	(4,797)
	<b>(143,265)</b>	<b>0</b>	<b>(12,645)</b>	<b>(155,910)</b>
<b>NET</b>	<b>(1)</b>	<b>2,382</b>	<b>(2,381)</b>	<b>0</b>
NB				
<b>Public Health</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Variations: Contingency/Other				
<b>Major Items: Corporate Provisions</b>	<b>£000</b>	<b>fte</b>		
Corporate borrowing and Investment	659	0.0		
Further provision for revaluisation/RCCO	65	0.0		
Pension Fund and Auto-enrolment	(3,089)	0.0		
Contingency and centrally held provisions	200	0.0		
Change in Grants	11	0.0		
Appropriation to/from Reserves	(5,700)	0.0		
Depreciation and impairment	(422)	0.0		
Service Mitigation Fund - Appropriation to Reserve	0	0.0		
Change in levies	0	0.0		
Overheads - Charge to non-general fund	(77)	0.0		
Transport - Additional provision	142	0.0		
Brexit costs	(500)	0.0		
Apprenticeship Levy	0	0.0		
Balance Sheet Management CT & HB	0	0.0		
CHAS - IP/Dividend	(556)	0.0		
Local Election	0	0.0		
Provision against DSG Deficit	16,014	0.0		
Social Care Grant - balance not earmarked	1,686	0.0		
Loss of HB Admin. Grant	(49)	0.0		
<b>TOTAL</b>	<b>8,384</b>	<b>0</b>		

## SUMMARY - SUBJECTIVE ANALYSIS

## FULL TIME EQUIVALENTS

Total FTE Staff

2019/20	2020/21
1,815.7	1,844.7

## SUBJECTIVE ANALYSIS OF ESTIMATES

	2019/20 Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000
<b>Expenditure</b>				
Employees	91,868	398	3,520	95,785
Premises	8,617	156	(825)	7,947
Transport	8,184	106	610	8,900
Supplies and Services	190,304	777	8,868	199,949
Third Party Payments	90,240	951	(2,820)	88,370
Transfer Payments	104,411	1	(29,608)	74,804
Support Services	30,302	0	(0)	30,302
Depreciation and Impairment Losses	22,903	0	448	23,351
<b>GROSS EXPENDITURE</b>	<b>546,828</b>	<b>2,389</b>	<b>(19,808)</b>	<b>529,409</b>
<b>Income</b>				
Government Grants	(272,146)	(7)	27,667	(244,485)
Other Reimbursements and Contributions	(27,537)	0	(1,133)	(28,670)
Customer and Client Receipts	(64,456)	0	(4,718)	(69,174)
Interest	(3,516)	0	(0)	(3,516)
Recharges	(27,316)	0	0	(27,316)
Reserves	711	0	(130)	581
<b>GROSS INCOME</b>	<b>(394,261)</b>	<b>(7)</b>	<b>21,687</b>	<b>(372,580)</b>
<b>NET EXPENDITURE</b>	<b>152,568</b>	<b>2,382</b>	<b>1,879</b>	<b>156,828</b>
Corporate Provisions	(9,302)	0	8,384	(918)
<b>NET EXPENDITURE</b>	<b>143,264</b>	<b>2,382</b>	<b>10,265</b>	<b>155,910</b>
<b>Funded by:</b>				
Revenue Support Grant	0	0	(5,159)	(5,159)
Business Rates	(44,026)	0	6,624	(37,402)
Improved Better Care Fund	(1,054)	0	(3,808)	(4,862)
Social Care Grant	0	0	(4,058)	(4,058)
New Homes Bonus	(2,108)	0	670	(1,438)
Council Tax	(92,028)	0	(4,997)	(97,025)
WPCC Levy	(343)	0	0	(343)
Collection Fund	1,301	0	(2,126)	(825)
Brexit Grant	(210)	0	210	0
PFI Grant	(4,797)	0	0	(4,797)
	<b>(143,265)</b>	<b>0</b>	<b>(12,645)</b>	<b>(155,910)</b>
<b>NET</b>	<b>0</b>	<b>2,382</b>	<b>(2,382)</b>	<b>0</b>

Other Variations: Contingency/Other

Major Items: Corporate Provisions	£000	fte
Corporate borrowing and Investment	659	0.0
Further provision for revaluation/RCCO	65	0.0
Pension Fund and Auto-enrolment	(3,089)	0.0
Contingency and centrally held provisions	200	0.0
Change in Grants	11	0.0
Appropriation to/from Reserves	(5,700)	0.0
Depreciation and impairment	(422)	0.0
Service Mitigation Fund - Appropriation to Reserve	0	0.0
Change in levies	0	0.0
Overheads - Charge to non-general fund	(77)	0.0
Transport - Additional provision	142	0.0
Brexit costs	(500)	0.0
Apprenticeship Levy	0	0.0
Balance Sheet Management CT & HB	0	0.0
CHAS - IP/Dividend	(556)	0.0
Local Election	0	0.0
Provision against DSG Deficit	16,014	0.0
Social Care Grant - balance not earmarked	1,686	0.0
Loss of HB Admin. Grant	(49)	0.0
<b>TOTAL</b>	<b>8,384</b>	<b>0</b>

<b>CORPORATE ITEMS ANALYSIS</b>				
	<b>2019/20 Estimate £000</b>	<b>Inflation £000</b>	<b>Other Variations £000</b>	<b>2020/21 Estimate £000</b>
<b>Expenditure</b>				
Cost of Borrowing including Minimum Revenue Provision	10,481	0	708	11,189
Further provision for revaluisation/RCCO	517	0	65	582
Pension Fund	3,089	0	(3,089)	0
Adjustment re Income re P3/P4	200	0	200	400
Overheads - Charge to non-general fund	102	0	(77)	25
Provision for excess inflation	450	0	0	450
Bad Debt Provision	500	0	0	500
Redundancy/Pension Strain	1,000	0	0	1,000
Transport - Additional provision	(128)	0	142	14
Contingency	1,500	0	0	1,500
Apprenticeship Levy	450	0	0	450
Brexit costs	500	0	(500)	0
Loss of HB Admin. Grant	83	0	(49)	34
Change in Corporate Specific and Special Grants	208	0	11	219
LPFA - Provision for deficit contribution	86	0	0	86
Cyber Security	92	0	0	92
Local Election	0	0	0	0
Provision against DSG Deficit	0	0	16,014	16,014
Social Care Grant - balance not earmarked	0	0	1,686	1,686
Levies:-				
Lee Valley	178		0	178
London Pensions Fund	258		0	258
Environment Agency	171		0	171
WPCC	343		0	343
<b>GROSS EXPENDITURE</b>	<b>20,078</b>	<b>0</b>	<b>15,111</b>	<b>35,190</b>
<b>Income</b>				
Investment Income	(664)		(49)	(713)
Depreciation & Impairment	(22,903)		(422)	(23,351)
Appropriations to/from reserves (excluding Public Health)	(4,186)		(5,700)	(9,886)
Balance Sheet Management CT & HB	(220)		0	(220)
CHAS - IP/Dividend	(1,407)		(556)	(1,963)
<b>GROSS INCOME</b>	<b>(29,381)</b>	<b>0</b>	<b>(6,727)</b>	<b>(36,133)</b>
<b>NET EXPENDITURE</b>	<b>(9,302)</b>	<b>0</b>	<b>8,384</b>	<b>(944)</b>



**2020/2021 ESTIMATES**

**CORPORATE SERVICES  
DEPARTMENT**

DRAFT

## SUMMARY: CORPORATE SERVICES DEPARTMENT

### FULL TIME EQUIVALENTS (FTE)

Number of Permanent Staff

Number of Fixed term contracts

Total FTE

2019/20	2020/21
469.4	477.7
24.1	27.6
<b>493.5</b>	<b>505.3</b>

### SERVICE AREA ANALYSIS

	CHANGE BETWEEN YEARS			2020/21 Estimate £000
	2019/20 Original Estimate £000	Inflation £000	Other Variations £000	
Customers, Policy and Improvement	1,056	35	288	1,380
Infrastructure & Transactions	521	106	(132)	494
Corporate Governance	567	31	(284)	314
Resources	2,482	52	(289)	2,246
HR	40	11	98	149
Corporate Items	6,264	40	(703)	5,601
<b>TOTAL EXPENDITURE</b>	<b>10,930</b>	<b>276</b>	<b>(1,022)</b>	<b>10,184</b>
Contingency / Other	0	0	0	0
Capital Financing Adjustment	0	0	0	0
Levies	0	0	0	0
<b>NET EXPENDITURE</b>	<b>10,930</b>	<b>276</b>	<b>(1,022)</b>	<b>10,184</b>



## SUMMARY: CORPORATE SERVICES DEPARTMENT

### FULL TIME EQUIVALENTS (FTE)

Number of Permanent Staff

Number of Fixed term contracts

Total FTE

2019/20	2020/21
469.4	477.7
24.1	27.6
<b>493.5</b>	<b>505.3</b>

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2019/20 Original Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000
<b>Expenditure</b>				
Employees	24,597	26	1,615	26,238
Premises	2,383	55	(387)	2,050
Transport	198	3	3	204
Supplies and Services	11,670	172	(287)	11,555
Third Party Payments	1,323	20	179	1,522
Transfer Payments	93,946	0	(29,700)	64,246
Support Services	10,348	0	0	10,348
Depreciation and Impairment Losses	2,347	0	91	2,437
<b>GROSS EXPENDITURE</b>	<b>146,812</b>	<b>276</b>	<b>(28,487)</b>	<b>118,601</b>
<b>Income</b>				
Government Grants	(96,303)	0	29,249	(67,054)
Other Reimbursements and Contributions	(1,482)	0	(441)	(1,923)
Customer and Client Receipts	(13,373)	0	(1,212)	(14,585)
Interest	0	0	0	0
Recharges	(25,436)	0	0	(25,436)
Reserves	711	0	(130)	581
<b>GROSS INCOME</b>	<b>(135,883)</b>	<b>0</b>	<b>27,465</b>	<b>(108,417)</b>
<b>NET EXPENDITURE</b>	<b>10,930</b>	<b>276</b>	<b>(1,022)</b>	<b>10,184</b>

## Customers, Policy and Improvement

The Customers, Policy and Improvement Division consists of: Merton Link (including the Cash Office, Translation Services and Contact Centre), Registrars, Corporate Communications, Policy and Strategy, Web Team and Consultation & Community Engagement

### FULL TIME EQUIVALENTS (FTE)

Number of Permanent Staff

Number of Fixed term contracts

Total FTE

2019/20	2020/21
46.6	51.4
2.0	4.0
<b>48.6</b>	<b>55.4</b>

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2019/20 Original Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000
<b>Expenditure</b>				
Employees	2,139	0	198	2,337
Premises	117	2	(1)	117
Transport	3	0	(2)	1
Supplies and Services	1,989	30	(24)	1,995
Third Party Payments	242	4	(12)	233
Transfer Payments	0		0	0
Support Services	609		0	609
Depreciation and Impairment Losses	0		0	0
<b>GROSS EXPENDITURE</b>	<b>5,098</b>	<b>35</b>	<b>159</b>	<b>5,293</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	(3)	0	0	(3)
Customer and Client Receipts	(967)	0	(15)	(982)
Interest	0	0	0	0
Recharges	(3,126)	0	0	(3,126)
Reserves	54	0	144	198
<b>GROSS INCOME</b>	<b>(4,042)</b>	<b>0</b>	<b>129</b>	<b>(3,913)</b>
<b>NET EXPENDITURE</b>	<b>1,056</b>	<b>35</b>	<b>288</b>	<b>1,380</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(85)	(1.0)
Transfer between departments	0	
Technical adjustments	229	6.9
Depreciation adjustments	0	
Overheads adjustments	0	
Use of reserves	144	1.0
<b>TOTAL</b>	<b>288</b>	<b>6.9</b>

## INFRASTRUCTURE & TRANSACTIONS

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

### FULL TIME EQUIVALENTS (FTE)

**Number of Permanent Staff**

**Number of Fixed term contracts**

**Total FTE**

2019/20	2020/21
116.2	111.1
5.5	7.0
<b>121.7</b>	<b>118.1</b>

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2019/20 Original Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000
<b>Expenditure</b>				
Employees	5,438	0	94	5,531
Premises	2,211	52	(353)	1,910
Transport	25	0	(3)	23
Supplies and Services	3,443	52	349	3,843
Third Party Payments	100	1	0	101
Transfer Payments	10		0	10
Support Services	1,333		0	1,333
Depreciation and Impairment Losses	2,347		91	2,437
<b>GROSS EXPENDITURE</b>	<b>14,905</b>	<b>106</b>	<b>177</b>	<b>15,189</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	(81)	0	45	(36)
Customer and Client Receipts	(2,608)	0	31	(2,577)
Interest	0	0	0	0
Recharges	(12,283)	0	0	(12,283)
Reserves	586	0	(385)	201
<b>GROSS INCOME</b>	<b>(14,385)</b>	<b>0</b>	<b>(310)</b>	<b>(14,695)</b>
<b>NET EXPENDITURE</b>	<b>521</b>	<b>106</b>	<b>(132)</b>	<b>494</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(540)	(4.6)
Growth	430	1.0
Transfer between departments	146	
Technical adjustments	126	0.5
Depreciation adjustments	91	
Overheads adjustments	0	
Use of reserves	(385)	(0.5)
<b>TOTAL</b>	<b>(132)</b>	<b>(3.6)</b>

## CORPORATE GOVERNANCE

The Corporate Governance Division consists of Internal Audit, Investigations, Democracy Services, Electoral Services, Information Governance and SLLp (South London Legal Partnership)

### FULL TIME EQUIVALENTS (FTE)

**Number of Permanent Staff**

**Number of Fixed term contracts**

**Total FTE**

	2019/20	2020/21
Number of Permanent Staff	133.5	144.5
Number of Fixed term contracts	6.6	3.6
<b>Total FTE</b>	<b>140.1</b>	<b>148.1</b>

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2019/20 Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000
<b>Expenditure</b>				
Employees	7,679	1	989	8,669
Premises	5	0	(0)	5
Transport	36	1	12	48
Supplies and Services	1,617	24	(33)	1,608
Third Party Payments	396	6	0	402
Transfer Payments	0	0	0	0
Support Services	601	0	0	601
Depreciation and Impairment Losses	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>10,334</b>	<b>31</b>	<b>968</b>	<b>11,333</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	(130)	0	0	(130)
Customer and Client Receipts	(7,171)	0	(1,252)	(8,423)
Interest	0	0	0	0
Recharges	(2,466)	0	0	(2,466)
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(9,767)</b>	<b>0</b>	<b>(1,252)</b>	<b>(11,019)</b>
<b>NET EXPENDITURE</b>	<b>567</b>	<b>31</b>	<b>(284)</b>	<b>314</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(104)	(1.0)
Transfer between departments	6	
Technical adjustments	(186)	9.0
Depreciation adjustments	0	
Overheads adjustments	0	
Use of reserves	0	
<b>TOTAL</b>	<b>(284)</b>	<b>8.0</b>

## RESOURCES

The Resources Division consists of Business Planning, Accountancy, Insurance, Treasury, Local Taxation, Bailiffs, Benefits Administration and Support team.

### FULL TIME EQUIVALENTS

**Number of Permanent Staff**  
**Number of Fixed term contracts**  
**Total FTE**

2019/20	2020/21
140.5	137.8
6.0	8.0
<b>146.5</b>	<b>145.8</b>

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2019/20 Original Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000
<b>Expenditure</b>				
Employees	6,647	0	(62)	6,585
Premises	2	0	0	2
Transport	132	2	(6)	127
Supplies and Services	3,051	46	(210)	2,887
Third Party Payments	284	4	191	479
Transfer Payments	0		0	0
Support Services	1,961		0	1,961
Depreciation and Impairment Losses	0		0	0
<b>GROSS EXPENDITURE</b>	<b>12,076</b>	<b>52</b>	<b>(88)</b>	<b>12,041</b>
<b>Income</b>				
Government Grants	(1,099)	0	49	(1,050)
Other Reimbursements and Contributions	(1,189)	0	(246)	(1,435)
Customer and Client Receipts	(2,067)	0	(4)	(2,071)
Interest	0	0	0	0
Recharges	(5,270)	0	0	(5,270)
Reserves	30	0	0	30
<b>GROSS INCOME</b>	<b>(9,594)</b>	<b>0</b>	<b>(201)</b>	<b>(9,796)</b>
<b>NET EXPENDITURE</b>	<b>2,482</b>	<b>52</b>	<b>(289)</b>	<b>2,246</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(401)	(3.1)
Transfer between departments	47	
Technical adjustments	65	2.4
Depreciation adjustments	0	
Overhead adjustments	0	
Use of Reserves	0	
<b>TOTAL</b>	<b>(289)</b>	<b>(0.7)</b>

## 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.

**FULL TIME EQUIVALENTS (FTE)**  
**Number of Permanent Staff**  
**Number of Fixed term contracts**  
**Total FTE**

2019/20	2020/21
32.5	32.8
4.0	5.0
<b>36.5</b>	<b>37.8</b>

**SUBJECTIVE ANALYSIS OF ESTIMATES**

	2019/20 Original Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000
<b>Expenditure</b>				
Employees	1,948	3	8	1,959
Premises	49	1	(34)	16
Transport	2	0	2	4
Supplies and Services	196	3	(19)	181
Third Party Payments	303	5	0	307
Transfer Payments	0		0	0
Support Services	432		0	432
Depreciation and Impairment Losses	0		0	0
<b>GROSS EXPENDITURE</b>	<b>2,930</b>	<b>11</b>	<b>(42)</b>	<b>2,899</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	(79)	0	0	(79)
Customer and Client Receipts	(560)	0	28	(531)
Interest	0	0	0	0
Recharges	(2,292)	0	0	(2,292)
Reserves	40	0	112	152
<b>GROSS INCOME</b>	<b>(2,890)</b>	<b>0</b>	<b>140</b>	<b>(2,751)</b>
<b>NET EXPENDITURE</b>	<b>40</b>	<b>11</b>	<b>98</b>	<b>149</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(57)	-1.8
Transfer between departments	0	
Technical adjustments	43	1.0
Depreciation adjustments	0	
Overheads adjustments	0	
Use of reserves	112	2.0
<b>TOTAL</b>	<b>98</b>	<b>1.2</b>

## CORPORATE ITEMS

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

### FULL TIME EQUIVALENTS(FTE) Number of Permanent Staff

2019/20	2020/21
0	0

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2019/20 Original Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000
<b>Expenditure</b>				
Employees*	747	23	388	1,157
Premises	0		0	0
Transport	0		0	0
Supplies and Services	1,374	17	(350)	1,041
Third Party Payments	0		0	0
Transfer Payments	93,936		(29,700)	64,236
Support Services	5,411		0	5,411
Depreciation and Impairment Losses	0		0	0
<b>GROSS EXPENDITURE</b>	<b>101,468</b>	<b>40</b>	<b>(29,663)</b>	<b>71,846</b>
<b>Income</b>				
Government Grants	(95,204)	0	29,200	(66,004)
Other Reimbursements and Contributions	0	0	(240)	(240)
Customer and Client Receipts	0	0	0	0
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(95,204)</b>	<b>0</b>	<b>28,960</b>	<b>(66,244)</b>
<b>NET EXPENDITURE</b>	<b>6,264</b>	<b>40</b>	<b>(703)</b>	<b>5,601</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(735)	
Transfer between departments	1	
Technical adjustments	31	
Overheads adjustments	0	
<b>TOTAL</b>	<b>(703)</b>	<b>0.0</b>

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



## **2020/2021 ESTIMATES**

### **CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT**

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## 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 Permanent Staff  
Number of DSG Staff  
Number of Fixed term contracts  
Total FTE

	2019/20	2020/21
Number of Permanent Staff	422.2	400.1
Number of DSG Staff	78.1	77.8
Number of Fixed term contracts	11.0	11.0
Total FTE	511.3	488.9

**SUBJECTIVE ANALYSIS OF ESTIMATES**

	2019/20 Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000	2020/21 DSG Estimate £000	2020/21 LA Estimate £000
<b>Expenditure</b>						
Employees	28,678	47	(747)	27,979	4,853	23,126
Premises	1,790	30	(146)	1,673	88	1,586
Transport	4,864	73	847	5,784	67	5,717
Supplies and Services	159,623	246	2,097	161,966	137,264	24,705
Third Party Payments	24,510	188	261	24,961	12,951	12,009
Transfer Payments	0	0	0	0	0	0
Support Services	5,111	0	0	5,111	233	4,877
Depreciation and Impairment Losses	10,022	0	(451)	9,570	0	9,570
<b>GROSS EXPENDITURE</b>	<b>234,598</b>	<b>584</b>	<b>1,861</b>	<b>237,044</b>	<b>155,456</b>	<b>81,590</b>
<b>Income</b>						
Government Grants	(163,818)	(7)	(914)	(164,740)	(153,422)	(11,317)
Other Reimbursements and Contributions	(7,103)	0	(88)	(7,191)	(1,616)	(5,578)
Customer and Client Receipts	(2,812)	0	(166)	(2,979)	(395)	(2,584)
Interest	0	0	0	0	0	0
Recharges	(46)	0	0	(46)	0	(46)
Reserves	0	0	0	0	0	0
<b>GROSS INCOME</b>	<b>(173,779)</b>	<b>(7)</b>	<b>(1,168)</b>	<b>(174,956)</b>	<b>(155,433)</b>	<b>(19,525)</b>
<b>NET EXPENDITURE</b>	<b>60,819</b>	<b>577</b>	<b>693</b>	<b>62,088</b>	<b>23</b>	<b>62,065</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(2,969)	(27.0)
Overhead adjustments		
Depreciation adjustments	(451)	
Technical adjustments	(39)	
Transfer between departments	(54)	
Growth	3,847	
Use of Reserves adjustment	359	
<b>TOTAL</b>	<b>693</b>	<b>(27)</b>

**SUMMARY: CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT**

<b>SERVICE AREA ANALYSIS</b>	<b>2019/20 Estimate £000</b>	<b>Inflation £000</b>	<b>Other Variations £000</b>	<b>2020/21 Estimate £000</b>	<b>2020/21 DSG Estimate £000</b>	<b>2020/21 LA Estimate £000</b>
Senior Management	1,337	13	(80)	1,269	0	1,269
Childrens Social Care	23,355	167	156	23,678	43	23,634
Education	32,765	154	255	33,175	18,110	15,066
Schools	(8,518)	25	(474)	(8,967)	(18,130)	9,163
Other Childrens, Schools and Families	11,880	218	836	12,933	0	12,933
<b>TOTAL NET EXPENDITURE</b>	<b>60,819</b>	<b>577</b>	<b>693</b>	<b>62,088</b>	<b>23</b>	<b>62,065</b>

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## 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 Permanent Staff  
 Number of DSG Staff  
 Number of Fixed term contracts  
 Total FTE

2019/20	2020/21
3.0	3.0
0.0	0.0
0.0	0.0
3.0	3.0

## SUBJECTIVE ANALYSIS OF ESTIMATES

	2019/20 Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000	2020/21 DSG Estimate £000	2020/21 LA Estimate £000
<b>Expenditure</b>						
Employees	555	2	(36)	521	0	521
Premises	0	0	0	0	0	0
Transport	3	0	1	3	0	3
Supplies and Services	713	11	(46)	679	0	679
Third Party Payments	10	0	0	10	0	10
Transfer Payments	0	0	0	0	0	0
Support Services	56	0	0	56	0	56
Depreciation and Impairment Losses	0	0	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>1,337</b>	<b>13</b>	<b>(80)</b>	<b>1,269</b>	<b>0</b>	<b>1,269</b>
<b>Income</b>						
Government Grants	0	0	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0	0	0
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
<b>GROSS INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET EXPENDITURE</b>	<b>1,337</b>	<b>13</b>	<b>(80)</b>	<b>1,269</b>	<b>0</b>	<b>1,269</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Overhead adjustments	0	
Transfer between departments	0	
Savings	0	0.0
Technical adjustments	0	
<b>TOTAL</b>	<b>0</b>	<b>0.0</b>

**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 Permanent Staff  
Number of DSG Staff  
Number of Fixed term contracts  
Total FTE

	2018/19	2019/20
Number of Permanent Staff	207.3	200.4
Number of DSG Staff	2.0	2.0
Number of Fixed term contracts	11.0	11.0
Total FTE	220.3	213.4

**SUBJECTIVE ANALYSIS OF ESTIMATES**

	2019/20 Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000	2020/21 DSG Estimate £000	2020/21 LA Estimate £000
<b>Expenditure</b>						
Employees	11,424	1	(544)	10,882	38	10,844
Premises	60	1	(1)	60	0	60
Transport	235	4	3	240	1	239
Supplies and Services	681	11	(32)	659	1	658
Third Party Payments	9,650	150	317	10,119	0	10,118
Transfer Payments	0	0	0	0	0	0
Support Services	2,594	0	0	2,594	3	2,591
Depreciation and Impairment Losses	0	0	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>24,644</b>	<b>167</b>	<b>(257)</b>	<b>24,554</b>	<b>43</b>	<b>24,510</b>
<b>Income</b>						
Government Grants	(1,086)	0	534	(552)	0	(552)
Other Reimbursements and Contributions	(203)	0	0	(203)	0	(203)
Customer and Client Receipts	0	0	(121)	(121)	0	(121)
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	0	0	(0)	0	0	0
<b>GROSS INCOME</b>	<b>(1,289)</b>	<b>0</b>	<b>413</b>	<b>(876)</b>	<b>0</b>	<b>(876)</b>
<b>NET EXPENDITURE</b>	<b>23,355</b>	<b>167</b>	<b>156</b>	<b>23,678</b>	<b>43</b>	<b>23,634</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(1,180)	
Growth	1,556	
Transfer between departments	0	
Overhead adjustments	0	
Depreciation adjustments	0	
Use of Reserves adjustment	0	
Technical adjustments	(221)	
<b>TOTAL</b>	<b>155</b>	<b>0.0</b>

## 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 Permanent Staff  
Number of DSG Staff  
Number of Fixed term contracts  
Total FTE

	2018/19	2019/20
Number of Permanent Staff	208.4	200.4
Number of DSG Staff	76.7	75.1
Number of Fixed term contracts	0.0	0.0
Total FTE	285.1	275.5

## SUBJECTIVE ANALYSIS OF ESTIMATES

	2019/20 Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000	2020/21 DSG Estimate £000	2020/21 LA Estimate £000
<b>Expenditure</b>						
Employees	12,619	1	(34)	12,586	3,900	8,687
Premises	1,094	19	(145)	968	21	947
Transport	4,620	69	845	5,534	66	5,469
Supplies and Services	3,617	44	150	3,812	1,798	2,015
Third Party Payments	13,629	21	(314)	13,336	12,794	541
Transfer Payments	0	0	0	0	0	0
Support Services	2,236	0	0	2,238	230	2,007
Depreciation and Impairment Losses	457	0	(50)	407	0	407
<b>GROSS EXPENDITURE</b>	<b>38,272</b>	<b>154</b>	<b>452</b>	<b>38,881</b>	<b>18,809</b>	<b>20,073</b>
<b>Income</b>						
Government Grants	(604)		(64)	(669)	0	(669)
Other Reimbursements and Contributions	(2,169)	0	(87)	(2,257)	(304)	(1,953)
Customer and Client Receipts	(2,734)	0	(46)	(2,780)	(395)	(2,385)
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	0	0	0	0	0	0
<b>GROSS INCOME</b>	<b>(5,507)</b>	<b>0</b>	<b>(197)</b>	<b>(5,706)</b>	<b>(699)</b>	<b>(5,007)</b>
<b>NET EXPENDITURE</b>	<b>32,765</b>	<b>154</b>	<b>255</b>	<b>33,175</b>	<b>18,110</b>	<b>15,066</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(849)	0.0
Growth	1,256	
Overhead adjustments	22	
Transfer between departments	15	
Use of Reserves adjustment	201	
Depreciation adjustments	(50)	
Technical adjustments	(338)	
<b>TOTAL</b>	<b>257</b>	<b>0.0</b>

## 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 Permanent Staff  
 Number of DSG Staff  
 Number of Fixed term contracts  
 Total FTE

2018/19	2019/20
0.0	0.0
0.0	1.0
0.0	0.0
0.0	1.0

## SUBJECTIVE ANALYSIS OF ESTIMATES

	2019/20 Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000	2020/21 DSG Estimate £000	2020/21 LA Estimate £000
<b>Expenditure</b>						
Employees	920	0	(4)	916	916	0
Premises	67	1	(1)	67	67	0
Transport	0	0	0	0	0	0
Supplies and Services	143,737	24	1,316	145,077	135,464	9,615
Third Party Payments	156	0	0	156	156	0
Transfer Payments	0	0	0	0	0	0
Support Services	0	0	0	0	0	0
Depreciation and Impairment Losses	9,564	0	(401)	9,163	0	9,163
<b>GROSS EXPENDITURE</b>	<b>154,444</b>	<b>25</b>	<b>910</b>	<b>155,379</b>	<b>136,603</b>	<b>18,778</b>
<b>Income</b>						
Government Grants	(161,653)	0	(1,384)	(163,037)	(153,424)	(9,615)
Other Reimbursements and Contributions	(1,309)	0	0	(1,309)	(1,309)	0
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
<b>GROSS INCOME</b>	<b>(162,962)</b>	<b>0</b>	<b>(1,384)</b>	<b>(164,346)</b>	<b>(154,733)</b>	<b>(9,615)</b>
<b>NET EXPENDITURE</b>	<b>(8,518)</b>	<b>25</b>	<b>(474)</b>	<b>(8,967)</b>	<b>(18,130)</b>	<b>9,163</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Depreciation adjustments	(401)	
Use of Reserves adjustment	0	
Technical adjustments	(73)	
<b>TOTAL</b>	<b>(474)</b>	<b>0.0</b>

## CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

## Other Children Schools and Families Budgets

This budget covers asylum seeker costs, past and present pension and redundancy costs, ESG income and PFI unitary charges.

## FULL TIME EQUIVALENTS

Number of Permanent Staff  
 Number of DSG Staff  
 Number of Fixed term contracts  
 Total FTE

2018/19	2019/20
17.7	18.5
0.0	0.0
0.0	0.0
17.7	18.5

## SUBJECTIVE ANALYSIS OF ESTIMATES

	2018/19 Estimate £000	Inflation £000	Other Variations £000	2019/20 Estimate £000	2019/20 DSG Estimate £000	2019/20 LA Estimate £000
<b>Expenditure</b>						
Employees	3,160	43	(130)	3,074	0	3,074
Premises	569	9	0	578	0	578
Transport	7	0	0	7	0	7
Supplies and Services	10,876	157	706	11,739	0	11,739
Third Party Payments	1,065	16	260	1,341	0	1,341
Transfer Payments	0	0	0	0	0	0
Support Services	223	0	0	221	0	222
Depreciation and Impairment Losses	0	0	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>15,900</b>	<b>225</b>	<b>836</b>	<b>16,960</b>	<b>0</b>	<b>16,961</b>
<b>Income</b>						
Government Grants	(474)	(7)	0	(481)	0	(482)
Other Reimbursements and Contributions	(3,422)	0	0	(3,422)	0	(3,422)
Customer and Client Receipts	(78)	0	0	(78)	0	(78)
Interest	0	0	0	0	0	0
Recharges	(46)	0	0	(46)	0	(46)
Reserves	0	0	0	0	0	0
<b>GROSS INCOME</b>	<b>(4,020)</b>	<b>(7)</b>	<b>0</b>	<b>(4,027)</b>	<b>0</b>	<b>(4,028)</b>
<b>NET EXPENDITURE</b>	<b>11,880</b>	<b>218</b>	<b>836</b>	<b>12,933</b>	<b>0</b>	<b>12,933</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(790)	0.0
Transfer between departments	0	
Growth	960	
Use of Reserves adjustment	368	
Technical adjustments	298	
<b>TOTAL</b>	<b>836</b>	<b>0.0</b>



## **2020/2021 ESTIMATES**

### **ENVIRONMENT AND REGENERATION DEPARTMENT**

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## SUMMARY: ENVIRONMENT & REGENERATION

### FULL TIME EQUIVALENTS (FTE)

Permanent Staff

Fixed Term Contract

Total FTE

2019/20	2020/21
365	367
8	14
373	381

### SERVICE AREA ANALYSIS

	CHANGE BETWEEN YEARS			2020/21 Estimate £000
	2019/2020 Original Estimate £000	Inflation £000	Other Variations £000	
Public Space, Contracting & Commissioning	16,313	315	135	16,763
Public Protection and Development	(10,188)	26	(2,540)	(12,702)
Sustainable Communities	9,707	70	(339)	9,438
Senior Management and Support	0	8	34	43
<b>TOTAL EXPENDITURE</b>	<b>15,831</b>	<b>419</b>	<b>(2,710)</b>	<b>13,540</b>

## ENVIRONMENT AND REGENERATION DEPARTMENT

### Departmental Summary

#### FULL TIME EQUIVALENTS (FTE)

Permanent Staff

Fixed Term Contract

Total FTE

2019/20	2020/21
365	367
8	14
373	381

#### SUBJECTIVE ANALYSIS OF ESTIMATES

	2019/2020 Original Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000
<b>Expenditure</b>				
Employees	18,116	10	878	19,003
Premises	3,539	42	(352)	3,229
Transport	1,727	7	(208)	1,526
Supplies and Services	12,937	300	6,830	20,067
Third Party Payments	9,887	61	(6,782)	3,166
Transfer Payments	0	0	0	0
Support Services	7,000	0	0	7,000
Depreciation and Impairment Losses	9,892	0	681	10,572
<b>GROSS EXPENDITURE</b>	<b>63,098</b>	<b>419</b>	<b>1,047</b>	<b>64,564</b>
<b>Income</b>				
Government Grants	(144)	0	136	(8)
Other Reimbursements and Contributions	(6,792)	0	(638)	(7,430)
Customer and Client Receipts	(38,495)	0	(3,255)	(41,750)
Recharges	(1,834)	0	0	(1,834)
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(47,265)</b>	<b>0</b>	<b>(3,757)</b>	<b>(51,022)</b>
<b>NET EXPENDITURE</b>	<b>15,831</b>	<b>419</b>	<b>(2,710)</b>	<b>13,541</b>

Other variations are analysed as follows:

Major Items	£000	fte
Savings	(3,240)	2.0
Growth	0	0.0
Depreciation adjustments	681	0.0
Overheads adjustments	0	0.0
Transfer between departments	(53)	0.0
Technical adjustments	52	0.0
Use of Reserves adjustments	(150)	0.0
<b>TOTAL*</b>	<b>(2,710)</b>	<b>2</b>

\* Any difference due to roundings.

## ENVIRONMENT AND REGENERATION DEPARTMENT

**Public Space, Contracting, and Commissioning\***: Greenspaces, Leisure & Culture, Transport Services, and Waste Management and Operations.

\* Previously the Street Scene and Waste division

### FULL TIME EQUIVALENTS (FTE)

Permanent Staff

Fixed Term Contract

Total FTE

2019/20	2020/21
73	73
1	1
75	74

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2019/2020 Original Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000
<b>Expenditure</b>				
Employees	3,442	0	140	3,582
Premises	1,399	16	(224)	1,191
Transport	1,446	3	(196)	1,253
Supplies and Services	9,133	245	6,509	15,887
Third Party Payments	9,114	51	(6,674)	2,491
Transfer Payments	0	0	0	0
Support Services	1,631	0	0	1,631
Depreciation and Impairment Losses	1,687	0	562	2,249
<b>GROSS EXPENDITURE</b>	<b>27,852</b>	<b>315</b>	<b>117</b>	<b>28,284</b>
<b>Income</b>				
Government Grants	(7)	0	0	(7)
Other Reimbursements and Contributions	(1,110)	0	27	(1,083)
Customer and Client Receipts	(10,422)	0	(9)	(10,431)
Recharges	0	0	0	0
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(11,539)</b>	<b>0</b>	<b>18</b>	<b>(11,521)</b>
<b>NET EXPENDITURE</b>	<b>16,313</b>	<b>315</b>	<b>135</b>	<b>16,763</b>

Other variations are analysed as follows:

Major Items	£000	fte
Savings	(330)	
Growth	0	
Depreciation adjustments	562	
Overheads adjustments	0	
Transfer between departments	(53)	
Technical adjustments	106	
Use of reserves adjustments	(150)	
<b>TOTAL*</b>	<b>135</b>	<b>0.0</b>

\* Any difference due to roundings.

## ENVIRONMENT AND REGENERATION DEPARTMENT

**Public Protection:** Regulatory Services Partnership, Parking Control, Safer Merton.

### FULL TIME EQUIVALENTS (FTE)

**Permanent Staff**  
**Fixed Term Contract**  
**Total FTE**

2019/20	2020/21
<b>198</b>	<b>197</b>
<b>4</b>	<b>12</b>
<b>202</b>	<b>208</b>

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2019/2020 Original Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000
<b>Expenditure</b>				
Employees	9,171	0	564	9,735
Premises	750	7	12	769
Transport	175	3	(2)	176
Supplies and Services	798	12	185	995
Third Party Payments	336	5	(21)	320
Transfer Payments	0	0	0	0
Support Services	2,877	0	0	2,877
Depreciation and Impairment Losses	336	0	74	410
<b>GROSS EXPENDITURE</b>	<b>14,442</b>	<b>26</b>	<b>813</b>	<b>15,281</b>
<b>Income</b>				
Government Grants	(136)	0	136	(0)
Other Reimbursements and Contributions	(4,779)	0	(644)	(5,423)
Customer and Client Receipts	(19,715)	0	(2,845)	(22,560)
Recharges	0	0	0	0
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(24,630)</b>	<b>0</b>	<b>(3,353)</b>	<b>(27,983)</b>
<b>NET EXPENDITURE</b>	<b>(10,188)</b>	<b>26</b>	<b>(2,540)</b>	<b>(12,702)</b>

Other variations are analysed as follows:

Major Items	£000	fte
Savings	(2,610)	2.0
Depreciation adjustments	74	
Overheads adjustments	0	
Transfer between departments	0	
Technical adjustments	(4)	
Use of Reserves adjustments	0	
<b>TOTAL*</b>	<b>(2,540)</b>	<b>2</b>

\* Any difference due to roundings.

## ENVIRONMENT AND REGENERATION DEPARTMENT

**Sustainable Communities\*:** Traffic and Highway Services, Development Control, Building Control, Physical Regeneration, Spatial Planning and Policy, Regeneration Partnerships, Property Management, Transport Planning & Safety Education.

\* Greenspaces and Leisure & Development transferred to Public Space, Contracting & Commissioning.

### FULL TIME EQUIVALENTS (FTE)

Permanent Staff  
Fixed Term Contract  
Total FTE

2019/20	2020/21
85	89
3	1
88	90

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2019/2020 Original Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000
<b>Expenditure</b>				
Employees	4,750	5	164	4,919
Premises	1,389	19	(140)	1,268
Transport	97	1	(10)	89
Supplies and Services	2,796	40	111	2,947
Third Party Payments	435	5	(87)	353
Transfer Payments	0	0	0	0
Support Services	2,380	0	0	2,380
Depreciation and Impairment Losses	7,869	0	45	7,914
<b>GROSS EXPENDITURE</b>	<b>19,716</b>	<b>70</b>	<b>83</b>	<b>19,869</b>
<b>Income</b>				
Government Grants	(1)	0	0	(1)
Other Reimbursements and Contributions	(903)	0	(21)	(924)
Customer and Client Receipts	(8,358)	0	(401)	(8,759)
Recharges	(747)	0	0	(747)
Reserves	(0)	0	0	(0)
<b>GROSS INCOME</b>	<b>(10,009)</b>	<b>0</b>	<b>(422)</b>	<b>(10,431)</b>
<b>NET EXPENDITURE</b>	<b>9,707</b>	<b>70</b>	<b>(339)</b>	<b>9,438</b>

Other variations are analysed as follows:

Major Items	£000	fte
Savings	(300)	
Growth	0	
Depreciation adjustments	45	
Overheads adjustments	0	
Transfer between departments	0	
Technical adjustments	(84)	
Use of Reserves adjustments		
<b>TOTAL*</b>	<b>(339)</b>	<b>0.0</b>

\* Any difference due to roundings.

## ENVIRONMENT AND REGENERATION DEPARTMENT

**Senior Management and Support:** The Department's senior management and secretarial support, and Business Performance.

### FULL TIME EQUIVALENTS (FTE)

**Permanent Staff**  
**Fixed Term Contract**  
**Total FTE**

2019/20	2020/21
8	8
0	0
8	8

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2019/2020 Original Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000
<b>Expenditure</b>				
Employees	753	5	10	768
Premises	1	0		1
Transport	9	0	(0)	9
Supplies and Services	210	3	25	238
Third Party Payments	2	0	0	2
Transfer Payments	0	0	0	0
Support Services	112	0	0	112
Depreciation and Impairment Losses	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>1,087</b>	<b>8</b>	<b>34</b>	<b>1,130</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Recharges	(1,087)	0	0	(1,087)
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(1,087)</b>	<b>0</b>	<b>0</b>	<b>(1,087)</b>
<b>NET EXPENDITURE</b>	<b>0</b>	<b>8</b>	<b>34</b>	<b>43</b>

Other variations are analysed as follows:

Major Items	£000	fte
Savings	0	
Overheads adjustments	0	
Technical adjustments	34	
Use of Reserves adjustments		
<b>TOTAL*</b>	<b>34</b>	<b>0.0</b>

\* Any difference due to roundings.



## **2020/21 ESTIMATES**

# **COMMUNITY AND HOUSING DEPARTMENT**

DRAFT

**SUMMARY: COMMUNITY AND HOUSING**

	2019/20	2020/21
Number of FTE Staff	419.67	451.37
Number of FTE TUPE staff	11.41	11.41
Number of Fixed Term contract	6.60	6.60
<b>Total FTE</b>	<b>437.68</b>	<b>469.38</b>

**SERVICE AREA ANALYSIS**

	2019/20 Original Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000
Adult Social Care	58,657	961	1,971	61,589
Libraries and Heritage	2,855	84	85	3,025
Merton Adult Education	23	3	(0)	26
Housing General Fund	2,219	61	1,397	3,677
Public Health	0	0	(0)	(0)
<b>NET EXPENDITURE</b>	<b>63,754</b>	<b>1,110</b>	<b>3,453</b>	<b>68,317</b>



## COMMUNITY AND HOUSING DEPARTMENT Total

The department includes Adult Social Care, Housing, Libraries, Public Health and Merton Adult Learning.

### FULL TIME EQUIVALENTS

Number of FTE Staff  
Number of FTE TUPE staff  
Number of Fixed Term contract  
**Total FTE**

2019/20	2020/21
419.67	451.37
11.41	11.41
6.60	6.60
<b>437.68</b>	<b>469.38</b>

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2019/20 Original Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000
<b>Expenditure</b>				
Employees	19,245	315	308	19,868
Premises	905	30	60	995
Transport	1,394	23	(32)	1,385
Supplies and Services	6,074	59	228	6,361
Third Party Payments	54,519	682	3,522	58,723
Transfer Payments	10,465	1	92	10,558
Support Services	7,843	0	(0)	7,843
Depreciation and Impairment Losses	643	0	128	771
<b>GROSS EXPENDITURE</b>	<b>101,088</b>	<b>1,110</b>	<b>4,306</b>	<b>106,504</b>
<b>Income</b>				
Government Grants	(11,881)	0	(803)	(12,684)
Other Reimbursements and Contributions	(12,160)	0	35	(12,126)
Customer and Client Receipts	(9,776)	0	(85)	(9,861)
Interest	(3,516)	0	(0)	(3,516)
Recharges	0	0	0	0
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(37,334)</b>	<b>0</b>	<b>(853)</b>	<b>(38,187)</b>
<b>NET EXPENDITURE</b>	<b>63,755</b>	<b>1,110</b>	<b>3,453</b>	<b>68,317</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Salary	302	1.00
Savings	(2,460)	
Growth	5,766	
Overheads adjustments	0	
Depreciation & NNDR adjustments	159	
Inflation	0	
Rebasing of Income	241	
Technical adjustments	302	
Transfers between departments	(78)	
Grants	(774)	
Other	(5)	
Use of Reserves Adjustment	0	
<b>TOTAL</b>	<b>3,453</b>	<b>1.00</b>

## COMMUNITY AND HOUSING DEPARTMENT Adult Social Care

Adult Social Care is divided into three areas:- 1) Access & Assessment includes the following services:- older people, mental health, learning & physical disability, concessionary, reablement, equipment and safeguarding services. 2) Commissioning which includes:- Contracts, brokerage and voluntary organisation. 3) Direct Provision which includes all in-house provisions.

### FULL TIME EQUIVALENTS

	2019/20	2020/21
Number of FTE Staff	344.28	371.05
Number of FTE TUPE staff	11.41	11.41
Number of Fixed Term Contract	2.00	2.00
<b>Total FTE</b>	<b>357.69</b>	<b>384.46</b>

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2019/20 Original Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000
<b>Expenditure</b>				
Employees	15,600	257	123	15,980
Premises	351	9	56	416
Transport	1,358	23	(31)	1,349
Supplies and Services	2,914	43	3	2,960
Third Party Payments	44,331	630	2,226	47,186
Transfer Payments	9,894	1	92	9,987
Support Services	6,681	0	0	6,681
Depreciation and Impairment Losses	158	0	(19)	139
<b>GROSS EXPENDITURE</b>	<b>81,287</b>	<b>961</b>	<b>2,449</b>	<b>84,697</b>
<b>Income</b>				
Government Grants	(282)	0	(326)	(607)
Other Reimbursements and Contributions	(9,746)	0	(52)	(9,799)
Customer and Client Receipts	(9,085)	0	(100)	(9,185)
Recharges	(3,516)	0	(0)	(3,516)
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(22,630)</b>	<b>0</b>	<b>(478)</b>	<b>(23,108)</b>
<b>NET EXPENDITURE</b>	<b>58,657</b>	<b>961</b>	<b>1,971</b>	<b>61,589</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Salaries	123	
Savings	(2,460)	
Growth	5,766	
Overheads adjustments	0	
Depreciation & NNDR adjustments	11	
Inflation	0	
Rebasing of Income	0	
Technical adjustments	274	
Transfers between departments/Service	(1,365)	
Grants	(378)	
Use of Reserves Adjustment	0	
<b>TOTAL</b>	<b>1,971</b>	<b>0.00</b>

**COMMUNITY AND HOUSING DEPARTMENT**  
**Merton Adult Learning**

This a commissioned service via South Thames College, RHACC, GSS and May Project Gardens. The service continues to provide popular courses whilst expanding provision for families and enhancing offer in maths,english and employability courses.

**FULL TIME EQUIVALENTS**

	2019/20	2020/21
Number of FTE Staff	3.75	3.75
Number of FTE TUPE staff	0.00	0.00
Number of Fixed Term contract	0.00	0.00
<b>Total FTE</b>	<b>3.75</b>	<b>3.75</b>

**SUBJECTIVE ANALYSIS OF ESTIMATES**

	2019/20 Original £000	Inflation £000	Other Variations £000	2020/21 Estimate £000
<b>Expenditure</b>				
Employees	193	3	8	204
Premises	17	0	0	17
Transport	0	0	0	0
Supplies and Services	21	0	0	21
Third Party Payments	1,108	0	42	1,151
Transfer Payments	0	0	0	0
Support Services	31	0	0	31
Depreciation and Impairment Losses	0	0	(0)	0
<b>GROSS EXPENDITURE</b>	<b>1,370</b>	<b>3</b>	<b>50</b>	<b>1,423</b>
<b>Income</b>				
Government Grants	(1,347)	0	(50)	(1,397)
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
<b>GROSS INCOME</b>	<b>(1,347)</b>	<b>0</b>	<b>(50)</b>	<b>(1,397)</b>
<b>NET EXPENDITURE</b>	<b>23</b>	<b>3</b>	<b>(0)</b>	<b>26</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Salary	0	
Savings	0	
Growth	0	
Overheads adjustments	0	
Depreciation adjustments	0	
Inflation	0	
Rebasing of Income	0	
Technical adjustments-Traning & Contracts	50	
Transfers between departments	0	
Grants	(50)	
Use of Reserves Adjustment	0	
<b>TOTAL</b>	<b>(0)</b>	<b>0.00</b>

**COMMUNITY AND HOUSING DEPARTMENT**  
**Public Health**

Public Health services comprise of • Mandatory Services : Sexual health, NHS health checks, National Child Measurement Programme, Commissioning Support to CCG and the council, Health Protection Oversight and Health Intelligence including JSNA. • Universal Services : Smoking Cessation, Drugs and Alcohol, Obesity and Health Visiting Services, Improving Health and Wellbeing.

**FULL TIME EQUIVALENTS**

	2019/20	2020/21
Number of FTE Staff	15.46	15.46
Number of FTE TUPE staff	0.00	0.00
Number of Fixed Term Contracts	2.60	2.60
<b>Total FTE</b>	<b>18.06</b>	<b>18.06</b>

**SUBJECTIVE ANALYSIS OF ESTIMATES**

	2019/20 Original Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000
<b>Expenditure</b>				
Employees	1,173	0	110	1,284
Premises	3	0	(0)	2
Transport	2	0	(0)	2
Supplies and Services	2,376	0	275	2,652
Third Party Payments	6,694	0	(34)	6,660
Transfer Payments	0	0	0	0
Support Services	148	0	0	148
Depreciation and Impairment Losses	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>10,396</b>	<b>0</b>	<b>351</b>	<b>10,747</b>
<b>Income</b>				
Government Grants	(10,175)	0	(346)	(10,521)
Other Reimbursements and Contributions	(221)	0	(5)	(227)
Customer and Client Receipts	0	0	0	0
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(10,396)</b>	<b>0</b>	<b>(351)</b>	<b>(10,747)</b>
<b>NET EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Salary-Pension & uplifts	110	
Savings	0	
Growth	0	
Overheads adjustments	0	
Depreciation adjustments	0	
Inflation	0	
Contracts	241	
Technical adjustments	0	
Transfers between departments	0	
Grants Reduction	(346)	
Other Income	(5)	
Use of Reserves Adjustment	0	
<b>TOTAL</b>	<b>0</b>	<b>0.00</b>

**COMMUNITY AND HOUSING DEPARTMENT**  
**Library & Heritage Services**

This service is provided through three main town centre libraries, Mitcham, Morden, Wimbledon and four neighbourhood libraries, Colliers Wood, Pollards Hill, Raynes Park and West Barnes. There are also additional services available for home visits and there is a Heritage Service located at Morden Library. The Service has also ventured into securing small grants from various organisations

**FULL TIME EQUIVALENTS**

	2019/20	2020/21
Number of FTE Staff	29.65	30.88
Number of FTE TUPE staff	0.00	0.00
Number of Fixed Term Contract	0.00	0.00
<b>Total FTE</b>	<b>29.65</b>	<b>30.88</b>

**SUBJECTIVE ANALYSIS OF ESTIMATES**

	2019/20 Original Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000
<b>Expenditure</b>				
Employees	1,065	34	(1)	1,098
Premises	494	20	4	519
Transport	4	0	(0)	4
Supplies and Services	571	13	(28)	556
Third Party Payments	18	17	(0)	35
Transfer Payments	0	0	0	0
Support Services	669	0	0	669
Depreciation and Impairment Losses	485	0	85	570
<b>GROSS EXPENDITURE</b>	<b>3,307</b>	<b>84</b>	<b>59</b>	<b>3,451</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	(96)	0	11	(85)
Customer and Client Receipts	(356)	0	15	(341)
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(452)</b>	<b>0</b>	<b>26</b>	<b>(426)</b>
<b>NET EXPENDITURE</b>	<b>2,855</b>	<b>84</b>	<b>85</b>	<b>3,025</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Salary	0	
Savings	0	
Growth	0	
Overheads adjustments	0	
Depreciation adjustments	85	
Inflation	0	
Rebasing of Income	0	
Technical adjustments	0	
Transfers between departments	0	
Grants Reduction	0	
Use of Reserves Adjustment	0	
<b>TOTAL</b>	<b>85</b>	<b>0.00</b>

**COMMUNITY AND HOUSING DEPARTMENT**  
**Housing General Fund**

This service provides a statutory housing functions which includes prevention ,relief of homelessness, enforcement of regulations for the private rented sector and the provision of mandatory grant assistance for improvements and adaptations

**FULL TIME EQUIVALENTS**

	2019/20	2020/21
Number of FTE Staff	26.53	30.23
Number of FTE TUPE staff	0.00	0.00
Number of Fixed Term Contract	2.00	2.00
<b>Total FTE</b>	<b>28.53</b>	<b>32.23</b>

**SUBJECTIVE ANALYSIS OF ESTIMATES**

	2019/20 Original Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000
<b>Expenditure</b>				
Employees	1,213	22	69	1,304
Premises	40	1	(0)	41
Transport	30	0	(0)	30
Supplies and Services	192	3	(23)	172
Third Party Payments	2,368	36	1,288	3,691
Transfer Payments	571	0	0	571
Support Services	315	0	(0)	315
Depreciation and Impairment Losses	0	0	63	63
<b>GROSS EXPENDITURE</b>	<b>4,728</b>	<b>61</b>	<b>1,397</b>	<b>6,185</b>
<b>Income</b>				
Government Grants	(77)	0	(82)	(159)
Other Reimbursements and Contributions	(2,097)	0	82	(2,015)
Customer and Client Receipts	(335)	0	0	(335)
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(2,508)</b>	<b>0</b>	<b>(0)</b>	<b>(2,508)</b>
<b>NET EXPENDITURE</b>	<b>2,219</b>	<b>61</b>	<b>1,397</b>	<b>3,677</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Salary-Transfer of post from ASC	69	1.00
Savings	0	
Growth	0	
Overheads adjustments	0	
Depreciation- New	63	
Inflation	0	
Rebasing of Income	0	
Technical adjustments	(22)	
Transfers between services- HRS	1,287	
Grants	0	
Use of Reserves Adjustment	0	
<b>TOTAL</b>	<b>1,397</b>	<b>1.00</b>