MERTON COUNCIL

Business Plan
2021 - 2025

merton

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CONTENTS

INTRODUCTION

Welcome to Merton Council's Business Plan for 2021/25, which brings together financial information in the form of the council's budget and the Medium Term Financial Strategy, along with the service planning for all of the council's major operational services over the next four years. Although it is a four-year plan, it will be refreshed every year to ensure we are on target and to take account of changing needs and priorities.

As the work of the council encompasses such a wide and diverse range of services, we have tried to include all the necessary information needed to understand what we are doing and why we are doing it. This information should give you a detailed picture of how the council will operate over the next four years. To help understand some of the more complex areas of the council's business a Glossary of Terms has been included.

The Background and Context section sets the scene for the Business Plan, with some of the key facts relating to Merton.

The Medium Term Financial Strategy incorporates details of the money the council has coming in (revenue) and the money and assets it has in place (capital) alongside how it will spend and invest this money over the four year planning period, through the Capital and Treasury Management Strategies.

Other key resources in place to enable the council to manage the Business Plan include how we:
- manage and develop staff, through the Workforce Strategy Action Plan
- obtain goods and services, through the Procurement Plan;
- design and develop information technology, through the IT Strategy;
- identify and manage the risks the council may face in delivering services, through the Risk Management Strategy; and
- manage and monitor performance against objectives, through the Performance Management Framework.

Each major work area in the council completes a service plan, to give a high level overview of its financial position, what it exists to do, what it hopes to achieve and how it intends to deliver.

We appreciate that there is a huge level of detail in the plan, but hope it helps you to understand what the council is trying to achieve and how we intend to succeed. If you have any comments or questions on the content of this plan, then please contact **zoe.church@merton.gov.uk**

TRANSFORMATION STATEMENT

In 2019 the Council underwent an LGA Peer Challenge. The LGA team assessed the council as well managed, with clear priorities, good relationships with key partners and a constructive relationship between officers and elected members. They felt though that Merton would benefit from a clear narrative setting out the future ambition for the borough that was developed with councillors, residents and partners. The impact of the COVID 19 Pandemic has made the need to have a common purpose that unites residents, businesses and partners with a united sense of purpose even more critical. The pandemic has also completely shifted the landscape we work in. The impact of inequalities has been starkly seen in the level of infections and deaths amongst deprived communities. However, there have also been some positives particular in how communities have come together through the voluntary sector to protect the vulnerable. Operationally the council has seen some massive changes, particularly remote working and the digital enablement of services.

To respond to these challenges, and opportunities, we have developed a single, co-ordinated change programme, with a unifying set of priorities, principles and governance. The Recovery and Modernisation Programme seeks to reframe the council's relationship with its communities and the voluntary and community sectors. It will also ensure integration across different parts of the system. It has three broad, connected objectives:

- developing and embedding the opportunities and benefits already evident through the experience of responding to the pandemic;
- reimagining, rethinking and redesigning operating models;
- delivering substantial improvements, efficiencies and savings.

We are currently working on a place based ambition for the borough. There will be a major engagement programme to inform this taking place in the Spring of 2021. This will result in the agreement of a new ambition that will inform the development of the Business Plan for 2022/23. In terms of redesigning and reimagining services we are looking at how we can make our services 'digital by design' and seeking to improve our services using the latest digital technologies and best practice in the field.

The financial pressures facing local government dominates the choices the council will make for the future of the borough. The development of the Business Plan 2021/25 is based on the set of guiding strategic priorities and principles adopted by the council on 13 July 2011 in the wake of the then newly announced government austerity programme. These remain valid as the pandemic continues to hit the economy and local government finances, and include:

- Merton should continue to provide a certain level of essential services for residents. The order of priority of 'must' services should be to:
  i)   Continue to provide everything that is statutory.
  ii)   Maintain services – within limits – to the vulnerable and elderly.

- After meeting these obligations Merton should do all that it can to help residents who aspire. This means we should address the following as priorities in this order:
  i)   Maintain clean streets and keep council tax low.
  ii)   Keep Merton as a good place for young people to go to school and grow up.
  iii) Be the best it can for the local environment.
  iv)   All the rest should be open for discussion.

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

- Support our most vulnerable residents of all ages;
- Bridge the gap and reduce inequalities;
- Create a great place to grow up and live in;
- Maintain a clean and safe environment;
- Build resilient communities;
- Continuously improve.

Our top priority will continue to be to provide safe services of the best possible quality within financial constraints and the July 2011 principles. We will deliver services that customers want and need and, where possible, involve our customers in service specification and design.

NATIONAL AND REGIONAL POLICY CONTEXT

Before the pandemic hit, many councils were in a difficult financial position due to a full decade of austerity. The ongoing financial impact of the pandemic on local government continues to be significant as demand pressures on statutory services spike. Councils' forecasts from late October/early November 2021 suggest costs this financial year are substantial – with an increase in spending of £6.1 billion, and a fall in non-tax income of £2.8 billion. LGA analysis revealed that councils in England could face a funding gap of £5.3 billion by 2023/24 – if services are maintained at today's level. This figure could double amid the huge economic and societal uncertainty caused by the COVID-19 pandemic. Councils will likely have to draw upon reserves and/or make cutbacks to other areas of spending next year.

At his March Budget, the Chancellor Rishi Sunak committed to doing 'whatever it takes' to aid local government's new coronavirus responsibilities and help the country through the crisis. Over March and April 2020, the government provided £3.2 billion of emergency grant funding and over £5 billion of cashflow to support local authorities through COVID-19. Additional funding worth over £1.5 billion was provided later in the year, and a new scheme was devised to reimburse councils for lost income from sales, fees, and charges due to the pandemic. Although Merton has received over £14m from the COVID-19 funding for 2020/21, this amount does not cover the full cost of increased demand coupled with a fall in revenue linked to the pandemic.

The Provisional Settlement setting out the government's proposals for council funding in 2021-22 was published on 17 December - which confirmed the headline allocations set out in the 2020 Spending Review, including:

- Confirmation that the Core Spending Power of local authorities is estimated to rise in real terms by 4.5% to £51.2 billion in 2020 to 2021, an increase of £2.2 billion for 2021-22.
- Grants for adult and children's social care to increase by £300 million. The indicative allocation for London Borough of Merton is £4.5 million
- Powers for local authorities to raise Council Tax by up to 2% plus an additional 3% precept available to councils with adult social care responsibilities before a local referendum has to take place;
- £622.1 for the New Homes Bonus in 2021 to 2022, reduced by £285 from the previous year;
- A new Lower Tier Services Grant (LTSG) worth £111 million to support lower-tier services including homelessness, planning, recycling, refuse collection and leisure services. London Borough of Merton is to be provided with £0.4 million.
- Funding via the Improved Better Care Fund (£2.077 billion) is to be rolled forward to 2021-22 without amendment from the previous year;
- Confirmation that there won't be a reset of business rates baselines in 2021/22 and the existing 100 per cent business rates pilots will be maintained for a further year.
- Business rates multiplier will be frozen for 2021-22. Further COVID-19 related support through business rates reliefs will be announced in due course.

In addition to core spending as set out in the provisional settlement, the government has published details of the £ 3 billion COVID-19 funding package for local government in 2021-22, including:

- allocations of the £1.55 billion, none ring-fenced COVID-19 grant
- the £670 million local council tax support grant
- the extension of the sales, fees and charges income support scheme
- the local tax income guarantee for 2020 to 2021

The extra COVID-19 funding being provided for next year was calculated on the assumption that the impacts of the pandemic largely recede by summer as the vaccination programme rolls out and warm weather returns. If impact persist though, additional funding may be needed. In this case, the government could call on its £21 billion COVID-19 reserve. Longer-run and indirect effects of the crisis such as chronic ill-health and safeguarding issues are not accounted for in this funding, and would also come on top of pre-existing demand and cost pressures.

The Prime Minister made housing the centrepiece of his party conference speech, pledging to deliver at least a million new homes and to end rough sleeping over the next five years. Government has made some positive steps towards these targets. A planning white paper to simplify the planning system as well as a social housing white paper to strengthen regulations on landlords have both been published this year. The Treasury announced £9.5 billion of funding for the Affordable Homes programme announced in March 2020 budget. It has also launched a consultation on the design and delivery of its First Homes policy.

On homelessness, the government instructed all councils in England to find temporary accommodation for rough sleepers during the COVID-19 pandemic. It provided a small amount of emergency funding to support this, which it said was in addition to the £643 million announced for tackling rough sleeping in the March 2020 budget. Local authorities have successfully found temporary housing for thousands of rough sleepers, although many councils have had to cover the costs themselves. Merton Council was able to move 55 rough sleepers on to interim / settled accommodation since June 2020 when the Next Step Accommodation Programme was announced. But it is likely to prove difficult to continue to reduce numbers amidst job losses in the coming months.

COVID-19 has changed the context for responding to climate change. The PM has said he wants to secure a "green recovery" and reiterated his commitment to reaching net zero by 2050. In November, he announced a 10-point green industry plan, with a focus on offshore wind, nuclear and hydrogen. The plan included some ambitious targets, such as bringing the phase out date for petrol and diesel cars forward to 2030. Other funding allocations to tackle climate change include additional £1.3bn to accelerate the rollout of electric vehicle charge points, and a renewed commitment to roll out spending announced last year including £5bn for greener travel and £1bn to make buildings more energy efficient.

The decision of the United Kingdom to leave the European Union in January 2020, followed by a 11-month transition, will have a range of significant effects on local government and the communities they serve. The free trade agreement (FTA) struck with the EU on 23 December 2020 will avoid high tariffs on imports and lessen the immediate impact that would have been caused by a no-deal scenario. The Brexit impacts will therefore be felt later this year, and are likely to increase costs for service provision. Merton Council has used its Brexit funding to put processes in place where possible to strengthen its resilience and develop contingency plans in key areas such as workforce, social care provision, communications, and community cohesion.

Other announcements that could impact on the council and the services it provides, include a 'points-based immigration system', with the emphasis on immigration for 'skilled workers'. This could have a significant effect for the social care sector where high thresholds for skilled workers and required academic qualifications will be challenging for home care providers looking to recruit staff.

There is also a whole range of reviews that councils are waiting on – of the adult social care system, funding allocations, business rates reform, fiscal devolution, and post-Brexit regional development funding. Each of these may have major implications for councils' spending responsibilities and needs or revenues in the years ahead The longer-term financial outlook for local government therefore remains highly uncertain – and challenging.

Regionally, the Mayor of London has released a number of strategies over the past two years that will impact on all London boroughs and the way they work with the Greater London Authority (GLA)

Housing Strategy

The London Housing Strategy sets out the Mayor's plans to tackle the capital's housing crisis and his vision to provide all Londoners with a good quality home they can afford. The strategy follows on from consultation on a draft version last year and has been considered by the London Assembly and Secretary of State for Housing, Communities and Local Government. The strategy was formally adopted in August 2018, and is a framework for the Mayor's housing policy including over £4.8bn of affordable housing investment through to 2022.

The aim of this strategy is to address the housing shortage through an intensive use of London's available land, focusing on more genuinely affordable housing and providing help now for people feeling the effects of the housing crisis – from private renters to rough sleepers. This strategy has five key areas:

- building more homes for Londoners
- delivering genuinely affordable homes
- high-quality homes and inclusive neighbourhoods
- a fairer deal for private renters and leaseholders
- tackling homelessness and helping rough sleepers

Merton's housing target in the draft New London Plan has increased significantly from 411 new homes per annum to 918 new homes per annum, a level of assumed development much higher than Merton has delivered historically. Achieving these targets, based on the pattern of housing delivery in the borough in previous years will be highly challenging, with the additional impact on demand for council services that these new households will bring.

The higher housing target will be addressed in Merton's New Local Plan, which is designed to help guide how the borough develops over time and create a vision that enables the council to successfully and responsibly manage growth, while always ensuring the best interests of the borough, its residents and businesses. This plan is due to be adopted in late 2021.

London Environment Strategy

The state of London's environment affects everyone who lives in and visits the city – it helps Londoners to stay healthy, makes London a good place to work and keeps the city functioning from day to day. It faces a number of challenges; toxic air, noise pollution, threats to green spaces, and the adverse effects of climate change.

Published in 2018, this is the first strategy to bring together approaches to every aspect of London's environment, integrating the following areas:

- air quality
- green infrastructure
- climate change mitigation and energy
- waste
- adapting to climate change
- ambient noise
- low carbon circular economy

An implementation plan has been produced to set out what the Mayor will do between 2018 and 2023 to help achieve the ambitions in the strategy. These include the 1.5-degree compatible action plan and the green new deal for London to support transformation change and green job creation.

Culture Strategy for London

Culture for all Londoners aims to provide Londoners with access to culture on their doorsteps. Culture and the creative industries contribute £52bn to London's economy every year and account for one in six jobs in the capital.

The Strategy has four priorities:

- **Love London** - more people experiencing and creating culture on their doorstep
- **Culture and Good Growth** - supporting, saving and sustaining cultural places
- **Creative Londoners** - investing in a diverse creative workforce for the future
- **World City** - a global creative powerhouse today and in the future.

Economic Development Strategy

In his Economic Development Strategy, the Mayor sets out his plans to create a fairer, more inclusive economy that works for all Londoners and businesses.

The strategy has three main goals:
- **opening up opportunities** – everyone should be able to benefit from all our city offers
- **growth** – ensuring our economy will continue to thrive and is open to business
- **innovation** – to make London a world leader in innovation, technology and a hub of new ideas and creativity

In response to the need to support the economy following the COVID-19 pandemic and Brexit, Merton's Economic Development Strategy will focus on raising the profile of Merton as a desirable outer London borough accessible for businesses to locate and grow. We will do this by working within the London Recovery Boards aims of:

- **Helping Londoners into Good Work**: Support Londoners into good jobs with a focus on sectors key to London's recovery
- **Digital Access for All:** Every Londoner to have access to good connectivity, basic digital skills and the device or support they need to be online by 2025.
- **A Green New Deal**: Tackle the climate and ecological emergencies and improve air quality by doubling the size of London's green economy by 2030 to accelerate job creation for all.
- **High Streets for All**: Deliver enhanced public spaces and exciting new uses for underused high street buildings in every Borough by 2025, working with London's diverse communities.

Health Inequalities Strategy

This strategy tackles the determinants of health which lead to these differences - or health inequalities - by focusing on five key areas:

Healthy Children – helping every London child to have a healthy start in life by supporting parents and carers, early years settings and schools

Healthy Minds – supporting Londoners to feel comfortable talking about mental health, reducing stigma and encouraging people across the city to work together to reduce suicide

Healthy Places – working towards London having healthier streets and the best air quality of any major global city, ensuring all Londoners can access to good-quality green space, tackling income inequality and poverty, creating healthy workplaces, improving housing availability, quality and affordability, and addressing homelessness and rough sleeping

Healthy Communities – making sure all Londoners have the opportunity to participate in community life, empowering people to improve their own and their communities health and wellbeing

Healthy Living – helping Londoners to be physically active, making sure they have access to healthy food, and reducing the use of or harms caused by tobacco, illicit drugs, alcohol and gambling

The London Food Strategy

The Mayor has made food a key part of his social fairness and economic equality agenda. In the London Food Strategy, the Mayor has put food at the heart of London's approach to tackling a number of issues including child obesity, food insecurity and climate change.

The strategy's six chapters reflect this approach:

- **Good Food at Home, and Reducing Food Insecurity** - Helping to ensure all Londoners can eat well at home and tackling rising levels of food insecurity.
- **Good Food Economy, Shopping and Eating Out** - Supporting good food businesses to improve London's food environment and make healthy, affordable options more widely available to Londoners.
- **Good Food in Community Settings and Public Institutions** - Working with public sector partners to improve their food procurement for the communities they serve.
- **Good Food for Pregnancy and Childhood** - Using good food to help give Londoners the best possible start to life.
- **Good Food Growing, Community Gardening and Urban Farming** - Promoting the multiple benefits of food growing for individuals and communities.
- **Good Food for the Environment** - Reducing the environmental impact of our food system by making it more efficient, more sustainable and less wasteful.

Mayor's Transport Strategy

The Mayor's Transport Strategy was published in 2018 that sets out the Mayor's policies and proposals to reshape transport in London over the next 25 years. The focus of the strategy will be on:

- Healthy Streets designed to tackle the physical inactivity crisis
- Reduced traffic on London's streets
- Better air quality and work aimed at making London a zero-carbon city
- A reliable public transport system that can cope with more passengers
- An accessible, affordable and safe transport network
- Investment in transport to support the creation of new homes and jobs

Skills for Londoners Strategy 2018

Skills for Londoners is the first post-16 skills and adult education strategy produced by a London Mayor. It sets out the contextual skills challenges London faces, along with the priorities and actions required to ensure London has a thriving economy.

There are three key priorities at the heart of the Strategy:

- empower all Londoners to access the education and skills to participate in society and progress in education and work
- meet the needs of London's economy and employers now and in the future
- deliver a strategic city-wide technical skills and adult education offer

MERTON:

THE COUNCIL

The Council comprises of 60 elected councillors representing 20 wards. The current political composition of the Council as at December 2020 is:

- Labour: 34 councillors
- Conservative: 17 councillors
- Liberal Democrats: 6 councillors
- Merton Park Ward Independent Residents: 3 councillors

As a result of the Electoral Review of Merton conducted by the Local Government Boundary Commission between July 2018 and October 2020, the amount of Councillors will reduce from 60 to 57 after the May 2022 council elections.

The full Council usually meets five times a year, and is responsible for setting the overall direction of the council, including agreeing the rate of council tax. A Cabinet of ten councillors from the administration makes the majority of decisions throughout the year, with Overview and Scrutiny committees in place to hold the Cabinet's decision making to account. Regulatory committees are appointed by Council and carry out planning and licensing functions.

THE ORGANISATION

As at 30 September 2020 the council, excluding schools, had 1,536 FTE (head count 1,723) employees who work across four departments:

- Children, Schools and Families
- Community and Housing
- Corporate Services
- Environment and Regeneration

Broken down, Children, Schools and Families had 432 FTE employees, Corporate Services had 431 FTE, Community and Housing had 359 FTE, and Environment and Regeneration 314 FTE.

- Overall, 68.2% of the council's workforce is female, which is above the London average of 62.4% as at 31 March 2019.
- 34.4% are from an ethnic minority background compared to a London average of 40.0%.
- 5.4% of the workforce is recorded as having a disability, which is above the London average of 5.2%.
- The majority of employees (47.0%) are aged between 50 and 64,
    - 21.6% are aged between 25 and 39
    - 23.2% are aged between 40 and 49.
    - 3.0% of employees are below age 25.

MERTON: THE PEOPLE AND THE PLACE

Merton is an outer London borough situated to the south west of central London, neighbouring the boroughs of Croydon, Kingston, Lambeth, Sutton and Wandsworth. Comprising of 20 wards, the borough of Merton covers an area of approximately 14.7 square miles and has a projected population at 2020 of over 211,000 residents.

Population

The biggest proportion of the population (9.2%) is aged between 35-39. The proportion of the population that is working-age (16-64) is 66.2%, while 12.9% of the population is aged 65 or over, above the London average of 12.2%. Population density is higher in the wards of the east of the borough compared to the wards in the west.

Merton's population is projected to increase to 217,544 by 2025 and 224,502 by 2030. The number of households is projected to rise to 82,167 by 2023, an average annual household growth of 0.75%.

Merton has a rich mix of ethnicity, culture, and languages. GLA data at 2020 puts Merton's Black, Asian and Minority Ethnic (BAME) population as 78, 390, meaning BAME groups make up just under 37% of the population. Merton is one of the most religiously diverse boroughs in London, and Morden is home to the largest mosque in Western Europe.

Business and transport

Served by 11,385 active businesses, the borough's main commercial centres are Mitcham, Morden and Wimbledon, of which Wimbledon is the largest. Other smaller centres include Raynes Park, Colliers Wood, South Wimbledon, Wimbledon Park and Pollards Hill, each with well-developed characters of their own. The borough is predominantly suburban in character, and used to have high levels of commuter flows in and out of central London before the pandemic.

Merton has good connections with the London transport network, with 15 mainline stations and 28 bus routes. Wimbledon is a central transport hub in the South London area and 18 minutes from Waterloo by train, while the suburban station at Mitcham Eastfields puts the east of the borough 25 minutes from Victoria. As well as the regular suburban rail services that run into central London, both the District and Northern underground lines run through the borough. The Tramlink provides connections between Wimbledon and Croydon via Mitcham and Morden, while over ground stations and bus routes provide easy access to neighbouring boroughs.

Green spaces

Merton has more than 100 parks and green spaces, including Wimbledon and Mitcham commons, with 99.6% of the borough within less than 400m distance from a publicly accessible open space. 18% of the borough is open space, compared to a London average of 10%.

Deprivation

Merton ranks as 'very low' in terms of deprivation compared to other London boroughs and nationally in the UK. It is the fifth least deprived of the 33 London boroughs and ranks 213 out of 317 authorities (where 1 is the most deprived) in England. 89 of the 124 lower super output areas (LSOAs) that make up the borough fall above the 50% least deprived in the country. There were 85 in this category in 2015. This overall lack of deprivation does, however, hide inequalities and extremes in the borough between deprived wards in the east of the borough that are some of the top 15% most income-deprived in the country, and the more affluent wards in the west that are amongst the top 5% most affluent. The LSOAs where deprivation is highest are located in Figges Marsh and Pollards Hill, where deprivation is higher than the London average.

Health

The health of people in Merton is generally better than the London and England average. Life Expectancy at birth in Merton is 81.1 years for males and 84.5 years for females and is higher than the London average in males, and rates of death considered preventable are low. However, within the borough there are significant inequalities in health outcomes, aligned with deprivation. In East Merton life expectancy in men is 79.3 years compared to 82.2 years in West Merton. Women's life expectancy is 83.5 years in the East compared to 85.3 years in West Merton. Linked to deprivation, those in the east of the borough have a much higher chance of serious illness and early deaths from illnesses such as cancer and heart disease. Economic activity, housing conditions, fuel poverty and crime are some of the other broader determinants of health, which are more challenging in the east than in west.

The main causes of ill health and premature deaths in Merton are cancer and circulatory disease (including coronary heart disease and stroke). Unhealthy diet, smoking, lack of physical activity, and alcohol are attributable for around 40% of these deaths. According to data from Public Health England (PHE) 55.1% of the adult population of the borough are classified as overweight or obese. This is lower than the London and England average. 66.8% of adults are defined as being physically active.

PHE research revealed that alongside people aged 80+, people living in deprived areas as well as Black, Asian and Minority Ethnic (BAME) groups have a higher risk of dying among those diagnosed with COVID-19. The council is undertaking research to better understand the correlation between COVID-19 and existing inequalities in the borough. As the East of the borough has a higher deprivation and BAME population, who may disproportionately experience higher unemployment rates, have lower incomes, are more likely to live in overcrowded housing and have poorer health outcomes with high levels of serious illnesses such as Diabetes, High Blood Pressure and heart disease, it is likely that coronavirus will have a greater impact on East Merton than the more affluent West Merton.

Employment

Merton enjoyed higher levels of employment compared to the rest of London before the pandemic. As COVID-19 continues to hit the economy, the unemployment rate is rising sharply - but unevenly - across business sectors. Wholesale and retail continue to be worst hit across the UK and locally. Brexit may also lead to job losses in the future, but it is unknown at this stage in which sectors this would happen. Data on employment is therefore provisional and further analysis will be required in the future to understand the full impact of the pandemic - and Brexit - on the local economy.

 As at June 2020, the unemployment rate in the borough was 6%, compared to 4.3% last year. This is above the London average of 4.7%. Alongside this, recent data revealed that the number of Universal Credit (UC) claimants have more than doubled in Merton between March and November 2020. In March, the number of UC claimants was 9,187. This increased to 20,812 in November, which equates to a 127% increase. This figure is similar to the London average (126%) but significantly higher than the England average (96%). In November, UC claimants accounted for 12.8% of Merton population aged 16+.

Early on in the pandemic, the Government offered support to employers and individuals to preserve jobs. In August 2020, 12,600 employees were enrolled on the Coronavirus Job Retention Scheme in Merton. This number declined sharply (-21%) between August and September – when only 9,900 jobs were furloughed, equating to 9,2% of eligible employees and 7% of the borough's working-age population. This is lower than the London average, which is 10.5% of eligible employees being furloughed in September. Self-employed people have also needed government support. In October, 73% of the eligible population was enrolled on the Self-Employment Income Support Scheme in Merton, slightly lower that the London average (75%)

The latest figure for the Proportion of 16-17 year olds who are Not in Employment, Education or Training (NEET) is 2.9% for males and 1.5 % for females, both of which are significantly below the London average. Over 13 % of children in the borough are living in families with absolute low income while 16 % of children are living in families with relative low income (2019).

Education

The borough currently has just under 28,000 pupils across its local authority maintained primary, secondary and special schools and pupil referral units. 53 out of the 57 schools (including maintained, academies and special schools) in the borough that have been rated as Ofsted are judged as being 'Good' or 'Outstanding' as at December 2020. In 2019, 68.8% of students in Merton achieved 9-4 pass (in English and Maths), above the London average of 68.7%. 44.7% of primary school pupils and 29.9% of secondary school pupils in Merton have a first language known or believed to be other than English, while the percentage of children known to be eligible for and claiming free school meals is 19.9% at primary school and 21.0% at secondary school.

Housing

59.3% of households in the borough are owner occupied, either owned outright or with a mortgage. 23.5% are privately rented through a private landlord or letting agency. 17.8% of households are social rented, with 3.7% rented from the council. The median average house price in Merton in 2019 was £475,000, among the top fifteen highest in London.

Since the start of the first lockdown at the end of March, the council's Rough Sleeping Team has placed a total of 78 rough sleepers into temporary accommodation, through the government's 'Everyone In' programme which aims to keep street homeless clients safe. Of these, 21 were referred to GLA procured hotel accommodation, and 57 clients have been moved on from temporary accommodation since the government announced the NSAP programme in June. Move on accommodation include interim shared housing in the private rented sector, supported housing, as well as self-contained accommodation in the private rented sector.

Crime

The COVID 19 pandemic impacted crime across London. In Merton the level of total notifiable offences (TNO) recorded by the police decreased by 4.4% for the 12 months to the end of September 2020 compared to the previous 12-month period. Across the MPS crime fell by just over 8%. The borough saw large falls in burglary and theft offences as more people worked from homes and shops were shut. The Merton 12 month rolling rate of crimes per thousand population fell from 69.8 in September 2019 to 64.6 as at September 2020.

For further information on Merton as a borough, and the Merton population, please see https://data.merton.gov.uk/

Climate Emergency

Merton's Climate Strategy and Action Plan was adopted in November 2020. It sets an approach to reach the net-zero targets formed as part of our climate emergency declaration to decarbonise the borough by 2050 and the Council by 2030. It sets out the transformative change and high level actions required to create a green and circular economy, to decarbonise Merton's buildings and energy supply, support a switch from petrol and diesel vehicles to greener alternatives.

Spend on projects which support the aims of Merton's Climate Strategy and Action Plan in 2020 was in the region of £2M.

The overall investment cost of decarbonising the borough was estimated to be in the region on £3.1bn and further £88m to meet the Council's 2030 target.

MERTON PARTNERSHIP

Merton Partnership brings together a range of key partners from the public, private and community and voluntary sectors in Merton, including the council, Clinical Commissioning Group, and Police. In 2020 the Partnership developed a new Community Plan setting out the Merton Partnership's long term ambition for the borough. Focusing on increasing social capital as a driver to improve social capital across the borough, the Plan sets out the Merton Partnership's vision for the borough through to 2026.

The Partnership is chaired by the Leader of the Council. It has an Executive Board, also chaired by the Leader of the Council whose role is to set the strategic direction of the Partnership and manage the delivery of the priorities and targets set out in the Community Plan.

Within the Partnership there are four thematic subgroups that co-ordinate the activities of their members to ensure that the strategy agreed by the Executive Board is carried out through the relevant Boards and Trusts. These four thematic subgroups mirror the themes of the Community Plan.

Children's Trust

Merton's Children's Trust arrangements began in 2005 in order to bring together all partners involved in providing services to children and families in Merton. The Board encompasses a wide range of different groups and partnerships, overseeing their performance and activities. The Children's Trust is designed to deliver the outcomes set out in Merton's Children & Young People Plan 2019-23 which includes improving outcomes for those subject to the effects of disadvantage, safeguarding children and young people and closing the gap in educational outcomes and opportunity.

Health and Wellbeing Board

Merton Health and Wellbeing Board's full statutory responsibilities have been in place since April 2013, bringing together the Council, Clinical Commissioning Group, HealthWatch and the voluntary and community sector. Health and Wellbeing Boards deliver strategic local leadership to improve health outcomes. The work of the Board is also central in helping to informing the commissioning of health and social care services in Merton. It has a core role in encouraging services across the NHS, social care, public health and other local partners to join-up and work together to reduce health inequalities and support independent living.   Currently its priorities are set out in the Health and Wellbeing Strategy, the latest version of which runs from 2019-2024 and which has four overarching themes: Start Well; Live Well; Age Well; in a Healthy Place.

Safer and Stronger Communities

The Safer and Stronger Partnership incorporates the statutory Community Safety Partnership and is responsible for setting and overseeing the strategic direction for community safety and the community cohesion agenda in the borough. The Community Safety Partnership has a statutory duty to undertake an annual strategic assessment to inform and shape the boroughs approach to addressing crime and disorder issues. Key themes for the Community Safety Partnership include reducing crime and the fear of crime, reducing alcohol related violence in a sustainable manner whilst supporting those who are affected by alcohol dependency. The Community Safety Partnership also works to address anti-social behaviour and its effects on communities as well as individuals. The Partnership will work with our communities to empower local people to have a greater choice and influence over local decision-making, increase community cohesion and integration.

Sustainable Communities and Transport

The Sustainable Communities and Transport partnership was established to create a more sustainable borough, one which is less reliant on fossil fuel and which reduces its negative impact on the environment and climate change. The Partnership aims to balance the different social, economic and environmental components of the community to meet the needs of existing and future generations. The Partnership promotes investment into the borough in order to create new jobs, improve the skills and capacity of residents and to improve the condition and supply of housing including affordable housing. The Partnership also works to promote the development of sustainable transport including cycling and walking, as well as public transport in and around Merton.

Corporate Capacity

In addition to the four thematic partnerships, Merton Council has added the theme of Corporate Capacity which looks at ensuring that the council has sound financial management and high standards of governance, effectively recruits, develops and manages staff and that it is continually reviewing its processes to improve them and provide value for money. The theme ensures that customer access, customer services and customer care as well as equalities, diversity and community cohesion underpin the work of the council.

Corporate Strategies

The council has a number of corporate and service-specific strategies and plans that support the work of the council, the Merton Partnership and the four Thematic Partnerships. These strategies and plans draw heavily on the aims set out in the Merton Community Plan, but also reflect central Government policy changes, sub-regional policies (e.g. set by the Mayor of London), new legislative requirements and short term changes to local priorities. Ten of the key strategies are part of the Council's Constitutional Policy Framework. The following list is not exhaustive but shows the diversity of strategies and plans currently in place:

http://www.merton.gov.uk/council/plansandpolicies.htm

Section A

Financial Resources

A)   MEDIUM TERM FINANCIAL STRATEGY 2021-25

GENERAL FUND REVENUE BUDGET AND COUNCIL TAX STRATEGY

1.   **Background to Financial Planning**

1.1   The approach to Medium Term Financial Planning provides a great deal of flexibility in decision making and enables the impact of alternative options to be modeled. This has assisted with progress towards a balanced budget over the four-year plan.

1.2   The MTFS has been re-priced and rolled forward a year so that each year from 2021/22 to 2024/25 starts from the approved budget 2020/21 and is built up showing the cumulative effect of variations over the period. The initial re-priced MTFS showing the budget gap as reported to Council in March 2020 was as follows:-

Table 1: Initial Re-priced MTFS

	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
Departmental Base Budget '20/21	159,038	159,038	159,038	159,038
Departmental Budget Changes	7,781	12,399	17,802	22,091
Re-Priced Departmental Budget	166,819	171,377	176,840	181,129
Treasury/Capital financing	11,401	12,652	13,392	14,646
Other Corporate items	(21,149)	(20,731)	(21,082)	(21,086)
Levies	609	609	609	609
Sub-total: Corporate provisions	**(9,139)**	**(7,470)**	**(7,081)**	**(5,831)**
Appropriation to/from Reserves	(2,756)	(1,935)	(1,935)	(1,935)
BUDGET REQUIREMENT	**154,924**	**161,972**	**167,824**	**173,363**
TOTAL FUNDING	**(151,586)**	**(155,047)**	**(158,789)**	**(162,212)**
GAP (Cumulative)	**3,338**	**6,925**	**9,035**	**11,151**

1.3   Reports were made to Cabinet on 7 September 2020, 9 November 2020, 7 December 2020 and 18 January 2021 presenting updated information to Members, setting out the financial implications as assumptions have been reviewed and decisions made.

1.4   The decisions made in respect of each element of the MTFS impact on the overall financial position of the Authority and were taken into account as an overall package of decisions to balance the budget. In addition to a review of the base budget position, a number of options and variables were modelled, which enabled the impact of different scenarios to be assessed.

1.5 The development of the MTFS 2021-25 was significantly impacted upon by the pandemic which is ongoing. Although largely affecting the financial year 2020/21, COVID-19 is clearly going to have implications across the MTFS planning period and as far as possible these have been included in the MTFS approved by Council in March 2021.

2. **Local Government Finance Settlement 2021-22**

2.1 Local Government Finance Settlement

2.1.1 The financial projections in the MTFS are based on the information as set out in the final Local Government Finance Settlement on 4 February 2021 announced by the Secretary of State for Housing, Communities and Local Government. Due to uncertainty caused by the global pandemic and the Government wanting to concentrate on targeting resources to tackle that, the Settlement was only for one year, 2021/22. This makes it extremely difficult for the Council to plan over the medium term.

2.1.2 Public Health Grant
Merton's allocation for 2021/22 is estimated at £10.617m compared to the 2020/21 level of £10.464m.

2.1.3 Council Tax Referendum Threshold
The Final Settlement confirmed that the referendum threshold for principal local authorities such as Merton is as follows:-

- For 2021-22, the relevant basic amount of council tax is excessive if the authority's relevant basic amount of council tax for 2021-22 is 5% (comprising 3% for expenditure on adult social care, and 2% for other expenditure), or more than 5%, greater than its relevant basic amount of council tax for 2020-21.

2.1.4 More details on the Local Government Settlement are included in Appendix 1 and are incorporated into Merton's MTFS where applicable.

2.2 Settlement Funding Assessment and Business Rates

2.2.1 The following information on the Council's Settlement Funding Assessment (Revenue Support Grant + Retained Business Rates) was reported to Cabinet in February 2021 and Council in March 2021:-

Table 2: Settlement Funding Assessment 2021/22

MERTON	2020-2021 £m	2021-2022 £m	Change £m	Change %
Settlement Funding Assessment	41.120	41.148	0.028	0.07
of which:				
Revenue Support Grant (RSG)	5.159	5.187		
Baseline Funding Level (BFL)	35.961	35.961		
	41.120	41.148		
(Tariff)/Top-Up (Included in BFL)	9.534	9.534		

2.2.2 Unlike recent years, because of the devastating effect of Covid-19 on Business Rates income and the increased financial risk as a result, London Boroughs decided not to continue with the London Business Rates Pool in 2021/22.

2.2.3 Therefore, the Business Rates forecast for 2021/22 included in the MTFS is based solely on Merton's NNDR1 return for 2021/22. It is extremely difficult to forecast Business Rates income over the four year MTFS period as there are a number of unknowns which can have a significant impact. In particular: -

- The ongoing impact of Covid-19 on Business Rates and the ability of businesses to recover and how long it will take.

- The extent to which the Government provide financial support if the pandemic continues to impact on businesses.

- The impact of the Fair Funding Review on resource allocations (Deferred from 2020/21)

- The impact of Brexit on the economy as time passes.

- Business rates levels in the future and future economic and demographic changes including the decline of the high street and impact on businesses of greater use of on-line shopping

- the level of business rates appeals.

2.2.4 The figures for Business Rates included in the Settlement Funding Assessment are the Government's estimate based on forecasts of annual uprates since the introduction of Business Rates Retention in 2013/14. The figures in the MTFS are based on the latest forecast of Business Rates included in Merton's NNDR1 form which is a statutory return that local authorities are required to submit to the Government by 31 January.

2.2.5 The following table compares the estimate of Business Rates included in the Local Government Finance Settlement Funding Assessment figure and the NNDR1 figure.

Table 3: Merton's Funding from Business Rates 2021-22

	2021/22 LGF Settlement	NNDR1 Forecast 2021-2022
MERTON	£m	£m
Business Rates Baseline	26.427	N/A
Merton NNDR1 2021/22	N/A	26.816
Top-Up	9.534	9.534
Section 31	1.874	2.212
Revenue Support Grant	5.187	5.187
Resources from SFA 2021/22	43.022	43.749

2.2.6 For 2021/22, it is assumed that Merton's share of Business Rates will be based on the NNDR1 position as represented by £26.816m in the above table.

2.2.7 The Government will continue to operate a safety net threshold as part of Business Rates Retention. Safety net payments will ensure that a local authority's income does not drop below more than a set percentage of its baseline funding level. The safety net threshold is 7.5%.

3. **Review of Corporate and Technical Provisions**

3.1 Previous reports to Cabinet have set out the details and assumptions on which the budget has been formulated. The latest information is set out in the following paragraphs.

3.2 Review of Technical and Corporate Provisions

3.2.1 Technical and corporate adjustments incorporated in the MTFS were reported to Cabinet throughout the business planning process for 2021/22.

3.2.2 The key assumptions included in the MTFS were continually reviewed and updated as the budget process developed. It should be noted that any one-off adjustments will need to be addressed in future years. The assumptions used in the MTFS 2021-25 approved by Council in March 2021 are set out in the following paragraphs:-

3.3   Inflation

3.3.1 Predicting the level of inflation over a four-year period with accuracy is not easy, particularly in the current economic climate and given the size of the Council's budget can lead to large variances if the actual inflation levels vary from the assumptions.

3.3.2 Pay
       When the Government published Spending Review 2020 on 25 November 2020, the Chancellor of the Exchequer announced that, as part of the response to the economic impacts of the COVID-19 pandemic, public sector pay will be "paused" for 2021/22. There will be an exemption for NHS staff. In addition, workers earning below £24,000 will receive a pay rise of at least £250 (although for some this could still represent a pay cut in real terms).

       This policy is only directly binding on the Civil Service and parts of the public sector that are covered by the Pay Review Bodies. Public sector pay policy is reflected in the remits that are issued to the Pay Review Bodies and Government departments.

       Pay awards for local government workers are agreed in negotiations between employers and trade unions through the National Joint Council for Local Government Services. The Local Government Association, which represents the employer side in the National Joint Council, has said that it is not bound by this pay policy but that pay awards will depend on the funding that local government receives through the financial settlement.

       The current assumptions regarding pay inflation incorporated into the MTFS are included in the table below: -

       Table 4: Pay inflation

(Cumulative)	2021/22	2022/23	2023/24	2024/25
Pay inflation (%)	1.5%	1.5%	1.5%	1.5%

       Further details on the pay negotiations for 2021/22 and beyond, and the impact on the MTFS will be reported as part of monthly monitoring and business planning reports during 2021/22.

3.3.3 Prices
       The current assumptions regarding price inflation incorporated into the MTFS are included in the table below: -

       Table 5: Price inflation

(Cumulative)	2021/22	2022/23	2023/24	2024/25
Price inflation (%)	1.5%	1.5%	1.5%	1.5%

The Consumer Prices Index (CPI) 12-month rate was 0.6% in December 2020, up from 0.3% in November; on a monthly basis, CPI grew by 0.3% in December 2020, following a 0.1% fall in November.

The largest contribution to the 12-month inflation rate in November 2020 came from recreation and culture (0.35 percentage points). Rising transport costs contributed 0.11 percentage points to the monthly change, while increasing prices for clothing, and recreation and culture items both contributed 0.10 percentage points to help increase inflation; these were partially offset by a downward contribution from falling food and non-alcoholic beverage prices.

The Consumer Prices Index including owner occupiers' housing costs (CPIH) 12-month inflation rate was 0.8% in December 2020, up from 0.6% in November.

The RPI rate for December 2020 was 1.2%, which is up from 0.9% in November 2020.

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

Table 6: Forecasts for the UK Economy 2020/21

Source: HM Treasury - Forecasts for the UK Economy (January 2021)			
2020 (Quarter 4)	Lowest %	Highest %	Average %
CPI	0.4	1.0	0.6
RPI	0.7	1,7	1.2
LFS Unemployment Rate	4.6	7.1	5.6
2021 (Quarter 4)	Lowest %	Highest %	Average %
CPI	1.0	3.7	1.9
RPI	1.4	3.8	2.7
LFS Unemployment Rate	4.6	8.0	6.6

Note the wide range between highest and lowest forecasts which reflects the volatility and uncertainty arising from COVID19 and the difficulty of forecasting how the situation will evolve. 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 2020 to 2024 are summarised in the following table: -

Table 7: Forecasts for the UK Economy 2020-2024

Source: HM Treasury - Forecasts for the UK Economy (November 2020)					
	2020	2021	2022	2023	2024
	%	%	%	%	%
CPI	0.9	1.7	2.2	2.1	2.1
RPI	1.5	2.3	3.1	3.3	3.2
LFS Unemployment Rate	4.8	7.2	6.1	5.1	4.7

3.3.4 Excess Inflation on volatile budgets
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.

Table 8: Excess inflation Provision

	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
Inflation exceeding 1.5%	250	250	250	250

The cash limiting strategy is not without risks but if the Government's 2% target levels of inflation were applied un-damped across the period then the budget gap would increase by c. £2.8m by 2024/25.

3.3.5 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.

3.4 Collection Fund

3.4.1 The Collection Fund is a statutory fund separate from the General Fund. It accounts for income from Council Tax and from NNDR (Business Rates).

3.4.2 The Collection Fund accounts are kept on an accrual basis and a surplus or deficit for the year in the collection fund is estimated accordingly. The audited accounts for 2019/20 include the following surplus/deficit for Council Tax and NNDR as at 31 March 2020: -

Table 9: Collection Fund Surplus/Deficit as at 31 March 2020

	Surplus/ (deficit) as at 31/03/20 Outturn	Surplus/ (deficit) as at 31/03/20 Outturn	Total surplus/ (deficit) as at 31/03/20
	Council Tax	NNDR	
	£000	£000	£000
Central Government	N/A	(887)	(887)
GLA	378	(612)	(234)
Merton	1,451	(1,089)	362
Total	1,829	(2,588)	(759)

3.4.3 A review of the Collection Fund, related bad debt provisions, write offs, appeals and collection rates in 2020/21 and anticipated collection rates in 2021/22 was undertaken. With respect to Business Rates, the NNDR1 return was submitted (24 January 2021 deadline for GLA) which analyses the estimated Business Rates for 2021/22, estimated surplus/deficit as at 31st March 2021 and estimated Section 31 Grant for 2021/22, and the allocations between Merton, Central Government, and the GLA. For 2021/22 Business Rate Retention the shares will be 33% central government, 37% GLA and 30% Merton.

3.4.4 As a result of the further analysis, the estimated surplus/deficit on the Collection Fund as at 31st March 2021 is as follows: -

Table 10: Collection Fund Surplus/Deficit as at 31 March 2021

	Surplus/ (deficit) as at 31/03/21 Estimate	Surplus/ (deficit) as at 31/03/21 Estimate*	Total surplus/ (deficit) as at 31/03/21
	Council Tax	NNDR	
	£000	£000	£000
Central Government	N/A	(14,791)	(14,791)
GLA	(711)	(16,587)	(17,298)
Merton	(2,743)	(13,389)	(16,132)
Total	(3,454)	(44,767)	(48,221)

* Offset by Section 31 Grant received in 2020/21

Council Tax:
Based on a review in January 2021 of the bad debt provision and amounts to be written off during 2020/21, it is estimated that there will be a forecast deficit of £3.454m arising from Council Tax as at 31 March 2021. Merton's share of the deficit is £2.743m (79.4%) with the GLA responsible for £0.711m (20.6%)

Business rates:

The position relating to Business Rates is more complicated with a large element of Business Rates income from businesses being replaced by Section 31 Government grant. The MHCLG term the deficit net of Section 31 grant to be an "Exceptional balance"

Based on the NNDR1 (Part 4a) Form submitted for 2021/22

Calculation of "Exceptional Balance"	£m
Estimated surplus/(deficit) for 2020-21	(48.595)
Prior year Surplus/(deficit)	(0.230)
Current Estimate of retail, nursery, local newspaper relief (S.31)	45.591
NNDR1 2020-21 Estimate of Retail discount relief (S.31)	(2.508)
Compensation due to retail, nursery, local newspaper relief (S.31)	43.083
Exceptional Balance (Deficit)	(5.742)

The estimated deficit on the Collection Fund in respect of 2020/21 is: -

	£m
Compensation due	43.083
Adjustment for Prior year surplus	(0.230)
Share of Exceptional Balance to be paid in 2020/21	1.914
Estimated deficit on the Collection Fund in respect of 2020/21	44.767

3.4.5 <u>Spreading Deficits over three financial years</u>

On 2 July 2020, the Secretary of State for Local Government announced a funding package for councils to help address the range of COVID-19 pressures they face. This package included changes so that local authorities can spread their tax deficits over three years rather than the usual one. In guidance supplied with the announcement it stated: -

- The Government's intention is for the deficit phasing to apply to all authorities, set at a fixed period of three years
- The phased amount will be the entire collection fund deficit for 2020-21 as estimated on the 15 January 2021 for council tax and in the 2021-22 NNDR1 for business rates
- The scheme will be prescribed in secondary legislation.
- MHCLG is minded to put in place a scheme where the deficit will be phased across the financial years 2021-22, 2022-23 and 2023-24.
- MHCLG will continue to work with CIPFA and local government on the detailed operation of the scheme – including the accounting, audit and reporting implications – with a view to providing guidance to councils later in the year. We are still waiting for the legislation to be laid in the House of Commons.

On 22 October 2020, the Government published two documents in relation to the support it has provided to local authorities. Those

documents set out the allocations of the funding to meet spending pressures; a technical note with more details about the income scheme, collection fund deficit phasing and a further technical note on the distribution of the funding announced in October.

The MTFS 2021-25 includes the following assumed spread of deficit: -

Table 11: Council Tax Deficit Spread over 2021/22 to 2023/24

	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Total £000
GLA	249	231	231	0	711
Merton	963	890	890	0	2,743
Total	**1,212**	**1,121**	**1,121**	**0**	**3,454**

Table 12: Business Rates Deficit Spread over 2021/22 to 2023/24

Business Rates	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Total £000
Central Government	575	632	632	0	1,839
GLA	646	708	708	0	2,062
Merton	464	574	574	0	1,612
Total	**1,685**	**1,914**	**1,914**	**0**	**5,513**

3.5 Taxicards and Freedom Passes

3.5.1 Concessionary Fares – Freedom Passes
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 resulting settlement is based on:

a) The estimated average number of journeys made by Freedom Pass holders over the previous two years (where two years' worth of data is available). In estimating these journey volumes; Oyster data, passenger surveys and automated passenger count information are used.

b) Previous work to calculate expected average fares per trip, which are the actual adult fares paid in the absence of the scheme taking into account fares increases and decreases within a 'basket of fares' . This basket of fares is modelled to be an accurate reflection of typical fares paid across TfL ticket types.

London Councils have advised the outcome of negotiations with transport operators (Transport for London (TfL), the Rail Delivery Group (RDG) and independent bus operators) regarding compensation for carrying concessionary passengers in 2021/22.

For Merton the charge will be £7.768m in 2021/22.

3.5.2 Taxicards
The Taxicard scheme provides subsidised taxi and private hire vehicle (PHV) journeys to approximately 60,000 London residents with serious mobility impairments, or who are severely sight impaired. Since the social distancing measures were put in place by HM government to contain the spread of COVID-19, temporary changes have been made to the scheme

The TfL budget currently covers the entire cost of the scheme subsidy for Taxicard members plus London Councils' and supplier overheads. Boroughs only "top up" where their TfL allocation is exceeded, and this is not forecast to happen this year (2020/21). The current COVID-19 situation means far fewer journeys are being made and this will equate to significant savings, which will be refunded to TfL.

Summary
The MTFS 2021-25 includes the following for concessionary fares and taxicards:-

Table 13: Estimated Concessionary Fares /Taxicards Budgets

(cumulative)	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
Concessionary Fares	7,768	7,449	8,629	9,629
Taxicards	115	118	120	123
Latest Forecast	7,883	7,567	8,749	9,752

Future year's projections are likely to change as the longer term implications of Covid-19 on transport usage become known.

3.6 <u>Contingency</u>

3.6.1 The MTFS 2021-25 includes provision of £1.5m as a contingency to meet unforeseen cost and demand pressures.

3.7 <u>Bad Debt Provision</u>

3.7.1 The bad debt provision is calculated on the basis of an examination of debts within the council's financial systems to assess the probability of their collection. The latest debt management report has shown an increase in debt outstanding in all areas apart from Housing Benefits. Due to the impact of the pandemic on residents and businesses it is deemed prudent to increase the provision for bad debts in 2021/22 and 2022/23 by £1m. The level of provision will be kept under review within the MTFS.

3.8 <u>Revenuisation</u>

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 are included for 2021-25: -

Table 14: Revenuisation

	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
Revenuisation	0	70	70	70

The expenditure charged to capital during 2020/21 was closely monitored and progress reported through the monitoring report. This will continue during 2021/22.

3.9 <u>Summary of Corporate and Technical Adjustments</u>

3.9.1 The financial implications of the corporate and technical adjustments the MTFS 2021-25 are summarised in Appendix 2.

4. **Proposed Amendments to Previously Agreed Savings and Growth**

4.1 Cabinet on 7 December 2020 agreed to defer some savings that had been agreed in previous year's budgets and also agreed that the financial implications should be incorporated into the draft MTFS 2021-25.

4.2 The change over the four year MTFS period resulting from these proposals is set out in the following table: -

Table 15: Amendments to Previously Agreed Savings

Deferred Savings	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Total £000
Corporate Services	620	(520)	(100)	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
Total	**685**	**(510)**	**(175)**	**0**	**0**
Total (cumulative)	**685**	**175**	**0**	**0**	

4.3 Details of all of the amendments were referred to Overview and Scrutiny Panels and the Commission for scrutiny in February 2021 (all proposals) as part of the overall Savings Information pack circulated to all Members.

5. **Departmental Savings Proposals 2021-25 and Service Planning**

5.1 It was clear from the outset of the Business Planning process for 2021-25 that significant savings would be required to balance the MTFS over the four-year period, with the added uncertainty of the pandemic.

5.2 **Savings Proposals 2021-25**

Controllable budgets and Savings Targets for 2021-25

5.3 Cabinet on 7 September 2020 agreed savings targets to be identified by service departments over the period 2021-25 as follows: -

Table 16: Savings Targets 2021-25

	Savings Targets 2021-25
	£'000
Corporate Services	3,558
Children, Schools & Families	2,518
Environment & Regeneration	5,885
Community & Housing	7,707
Total	19,668

5.4 Cabinet on 9 November 2020 also considered some proposed new "Non-Covid" 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 November 2020 and scrutinised by panels and the Commission during November 2020 are summarised in the following table: -

Table 17: Savings proposals – Cabinet November 2020

"Non-Covid" Savings Proposals	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Total £000
Corporate Services	374	0	0	0	374
Children, Schools and Families	450	200	0	0	650
Environment and Regeneration	930	750	(50)	(85)	1,545
Community and Housing	55	1,299	0	0	1,354
Total	1,809	2,249	(50)	(85)	3,923
Total (cumulative)	**1,809**	**4,058**	**4,008**	**3,923**	

5.5 Feedback on the November 2020 Cabinet proposals from the Overview and Scrutiny Panels and the Commission which met during November 2020 was reported to Cabinet on 7 December 2020

5.6 Further work was carried out to identify additional savings and Cabinet on 18 January 2021 considered and agreed further savings and referred these to Overview and Scrutiny Panels and the Commission.

5.7 Details of these proposals are summarised in the following table: -

Table 18: Savings proposals – Cabinet January 2021

SAVINGS PROPOSALS	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Total £000
Corporate Services	633	(34)	0	0	599
Children, Schools and Families	200	0	0	0	200
Environment and Regeneration	214	215	0	0	429
Community and Housing	176	0	0	0	176
Total	1,223	181	0	0	1,404
Total (cumulative)	1,223	1,404	1,404	1,404	

5.8 In addition, since the savings proposals in November 2020 were agreed by Cabinet, there was a change in the assumptions relating to E&R saving proposal ENV2021-04 relating to Parking: Emissions Based Charging. The financial impact of the changes were as set out in the following table :-

Table 19: Change to Savings Proposal ENV2021-04

Change to Savings Proposal ENV2021-04	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
Estimate to Cabinet 9 November 2020	750-1,000	750-1,000	(150)-(200)	(135)-(180)
Revised Estimated costs	750-1,000	750-1,000	(600)-(650)	(575)-(600)
Impact on MTFS	**0**	**0**	**(450)**	**(440)**

These savings were scrutinised by Overview and Scrutiny Panels and the Commission during February 2021

5.9 These savings were approved so that the total new savings in the MTFS 2021-25 is:-

Table 20: New Savings 2021-25

SUMMARY (cumulative)	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Total £000
Corporate Services	1,007	(34)	0	0	973
Children, Schools & Families	650	200	0	0	850
Environment & Regeneration	1,144	965	(500)	(525)	1,084
Community & Housing	231	1,299	0	0	1,530
Total	3,032	2,430	(500)	(525)	4,437
Net Cumulative total	3,032	5,462	4,962	4,437	

5.10 The progress by each service department against the targets agreed by Cabinet in September 2020 is as follows:-

Table 21: Proportion of Savings met by Service Department

	Targets £'000	Proposals £'000	Balance £'000	Balance %
Corporate Services	3,558	973	2,585	72.7
Children, Schools & Families	2,518	850	1,668	66.2
Environment & Regeneration	5,885	1,084	4,801	81.6
Community & Housing	7,707	1,530	6,177	80.1
Total	19,668	4,437	15,231	77.4

5.11 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.

5.12 It is important that this balance remaining is kept in focus for future year's budget setting processes since the balances remaining on the MTFS in the latter years are significant and will not be addressed without contributions from ongoing savings in departmental budgets.

6. Departmental Growth Proposals 2021-25

6.1 Cabinet in September 2020 agreed new provision for growth from 2021/22 to 2024/25 as follows: -

Table 22: Growth proposals – Cabinet September 2020

	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
Replenish Reserves	1,768	0	0	0
System Support Costs (Office 365)	900	0	0	0
Contract costs/London Living Wage	-	1,250	1,250	0
Internal Review	1,100	0	0	0
Total	3,768	1,250	1,250	-
Cumulative	3,768	5,018	6,268	6,268

6.2 The growth proposals were reviewed in the reports to Cabinet in November 2020 and January 2021 and amended to the following: -

Table 23: Growth proposals – Cabinet January 2021

	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
Replenish Reserves	1,478	0	0	0
System Support Costs (Office 365)	900	0	0	0
Internal Review	1,100	0	0	0
Total	3,478	-	-	-
Cumulative	3,478	3,478	3,478	3,478

7. Budgetary Control 2021/22

7.1 As at 31 December 2020, there was a forecast net adverse variance of £4.3m when all incremental Covid costs are included, after applying the government emergency Covid-19 grant and the funding confirmed from the income compensation scheme. If the Covid pressures hadn't arisen, the forecast was a favourable variance of c. £4.9m .

Table 24: Revenue monitoring – Period 9 December 2020

	Non COVID19 £000	COVID19 £000	Total £000
Corporate Services	994	3,320	4,314
Children, Schools & Families	(2,485)	923	(1,562)
Environment & Regeneration	(39)	11,366	11,327
Community & Housing	(2,979)	2,889	(90)
Sub-total	**(4,509)**	**18,498**	**13,989**
Corporate	(456)	(9,240)	(9,696)
Total	**(4,965)**	**9,258**	**4,293**

7.2   Adjustment for funding Collection Fund (Business Rates and Council Tax) Deficits
       On 2 July 2020, the Secretary of State for Local Government announced a funding package for councils to help address the range of COVID-19 pressures they face. This package included changes so that local authorities can spread their tax deficits over three years rather than the usual one.

       Adjusting the net forecast overspend of £4.293m (based on December 2020) for funding Business Rates and Council Tax deficits over 2021/22 to 2023/24 indicated that there would be a net unfavourable variance of £0.510m at year end.

7.3   Non-COVID19
       Although a net favourable variance in service departments was forecast, there are spending pressures being experienced in the following areas:-

       a) Corporate Services: Customers, Policy and Improvement, Human Resources and Resources

       b) Children's Schools and Families: DSG funded services were forecasting an adverse £14.924m variance. The DSG had a cumulative overspend of £12.750m at the end of 2019/20 meaning that the forecast deficit at 31/03/2021 would be £27.674m.

       c) Environment and Regeneration: Public Space, mainly Household, Reuse, Recycling Centre, waste collection and disposal, street cleansing; Public Protection mainly loss of income

       d) Community and Housing: Libraries and heritage, Housing General Fund

7.4   COVID19
       It became clear that the pandemic would not be overcome before impacting on 2021/22 and the costs and impact on society in general and council services in particular would not be confined to 2020/21. It was clear that there would be some impact carried over to the MTFS 2021-25 period. At the same time there will inevitably need to be some changes to how the Council delivers some services and some of the most affected services, particularly those to vulnerable groups will need to be reviewed.

7.5   Some additional government support has been identified for 2021/22 and its sufficiency will be kept under review and regular updates will be provided as part of monthly monitoring reports during 2021/22.

Local government COVID Support Package for 2021-22
- Share of £1.55 billion COVID-19 Expenditure Pressures Grant – unringfenced funding focussed on adult social care, children's services, public health services, household waste services, shielding the clinically extremely vulnerable, homelessness and rough sleeping, domestic abuse, managing excess deaths, support for re-opening the country and, in addition, the additional costs associated with the local elections in May 2021.

- Local Council Tax Support Grant – unringfenced funding provided to authorities in recognition of the increased costs of providing local council tax support

- Sales, Fees and Charges Scheme extension – continuation of the scheme for the first three months of 2021-22

8. Capital Financing and Treasury Management

Treasury Management, Capital Financing and Investment Income:

8.1 Capital financing costs are derived from the draft capital programme which is included in the Capital Strategy in the Business Plan (Section 1) and estimated revenue funding is built into the MTFS for the level of borrowing that is expected.

8.2 Details relating to how the capital programme has changed from that approved by Council in March 2020 to the capital programme for 2021-25 are discussed in the Business Plan (Section 1 – Capital Strategy) part of this report and related appendices. The capital programme will continue to be subject to major review as part of monthly monitoring and the process of developing the Business Plan for future years.

8.3 In addition to reviewing the capital programme, focus has also been maintained on the treasury management aspects of funding the programme, to improve forecasts of available funding and to minimise as far as possible the costs of funding capital. This has included improved cash flow forecasting to enable the programme to be funded from capital receipts and internal resources for as long as possible to take advantage of current low levels of interest. Work has been undertaken to ensure that grants and contributions are utilised effectively and this work will continue into the closing of accounts process for 2020/21 to ensure that the revenue impact of the capital programme is minimised in 2021/22 and beyond.

Revenue Implications of Current Capital Programme
8.4 It is important to ensure that the revenue and capital budgets are integrated and not considered in isolation. The revenue implications of capital expenditure can quickly grow if the capital programme is not contained within the Council's capacity to fund it over the longer term.

8.5   The analysis of the budget for capital financing costs and investment
       income is set out in the following table: -

Table 25: Details of Budgets for capital financing costs

	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
MRP(net of contributions)	4,841	5,835	6,377	7,180
Interest	6,316	6,111	5,981	6,202
Capital financing costs	**11,157**	**11,946**	**12,358**	**13,382**
Investment Income	(387)	(347)	(327)	(323)
Net	**10,770**	**11,599**	**12,031**	**13,059**

9.   **GENERAL FUND BALANCES AND RESERVES**

9.1   In determining an appropriate level of general fund balances previously,
       an analysis of the overall expenditure of the authority was prepared. This
       analysis has been updated. The overall level of balances is summarised
       in the following table and compares with current GF balances of
       £13.778m as shown in the final accounts for 2019/20. Given the
       minimum level of risk is indicated to be £14m it was proposed to transfer
       £0.220m from the Balancing the Budget Reserve to General Fund
       Balances to top them up to the minimum risk level.

Table 26: Indicative range of balances

	Min	Medium	Max
	£m	£m	£m
Level of balances	14.0	30.2	49.3

9.2   An alternative approach would be to look at a percentage based on the
       net spending of the authority. From the Audit Commission's report
       "Striking a Balance", most Chief Officers regarded an amount of between
       3 and 5 per cent as a prudent level and the minimum the auditors would
       consider prudent. There are also some other areas of risk and unknowns
       in relation to the localisation of business rates and how this impact will
       flow through, in particular in relation to appeals. There is an amount
       calculated for Merton called the safety net, below which income must fall
       before Merton becomes entitled to funding from central government. This
       approach is set out below, using an amount of 5 per cent for net
       spending, 7.5% for safety net and 10% for DSG deficit.

Table 27: Indicative level of balances

	£m
Net spending	8.1
Safety Net	2.0
DSG	2.8
Appeals	1.5
Level of balances	14.4

9.3   The average level of General Fund balances for outer London boroughs for 2019/20 was £14.566m, with a low of £7.408m and a high of £34.240m.

9.4   A review of Merton's reserves was undertaken and details are shown in Appendix 3. The estimated level of earmarked reserves changes from £67.5m as at 31 March 2020 to £93.4m by 31 March 2025 or £69.1m to negative reserves of £11.0m by 31 March 2025 if schools reserves are included, if by that time the statutory override no longer exists. This level of earmarked reserves excluded the additional monies received to assist with the Council's response to the pandemic for support to businesses, additional service provision or compensation for additional expenditure/loss of income.

9.5   The average level of earmarked reserves (excluding schools and HRA) for outer London boroughs for 2019/20 was £81.798m, with a low of £23.071m and a high of £286.900m. Merton, with £59.706m (excluding schools) is ranked 10th highest out of 20 outer London boroughs.

10.   **Council Tax Strategy**

10.1   The Localism Act 2011 amended the legislation regarding the calculation of council tax. It also provides for a council tax referendum to be held if an authority increases its relevant basis amount of council tax in excess of principles determined by the Secretary of State.

10.2   Council Tax Referendum Principles

       The Government proposed the following package of referendum principles for 2021- 22:

       •   a core council tax referendum principle of up to 2% for shire counties, unitary authorities, London boroughs, the GLA general precept, and fire authorities

       •   an Adult Social Care (ASC) precept of 3% on top of the core principle for local authorities with responsibility for adult social care.

       •   shire district councils in two-tier areas will be allowed increases of up to 2% or £5, whichever is higher

       •   Police and Crime Commissioners (PCCs) (including the GLA charge for the Metropolitan Police and the PCC component of the Greater Manchester Combined Authority precept) will be allowed increases of £15.

10.3 In recognition that local authorities might not want to take up the ASC precept flexibility in full next year, some or all of this could be deferred for use in 2022-23. This means that an ASC authority could, for example, set a 2% increase for ASC in 2021-22 and a 1% increase for ASC in 2022-23, irrespective of other referendum principles that may apply in 2022-23.

10.4 In 2022-23, the Government intends to legislate through the Referendums Relating to Council Tax Increases (Principles) (England) Report for authorities who do defer. The mechanism will be similar to that used in 2019-20, where authorities had been able to use a 6% ASC precept over the three years from 2017-18 to 2019-20. Decisions on whether to defer or not are for councils, consistent with their responsibility for council tax levels.

10.5 For Merton, a Council Tax increase of 5% (2% general + 3% Adult Social Care) would be regarded as excessive but, for example, a core principle of 1.999% plus Adult Social Care precept of 3% (i.e. 4.999%) would be in accordance with the thresholds set.

11.   **Council Tax Base**

11.1 Cabinet on 7 December 2020 agreed the Council Tax Base calculation for 2021/22. Details of the calculation were included in reports to Cabinet and Council on the Business Plan 2021-25.

11.2 For 2021/22 the Council Tax Base has been calculated as: -

Table 28: Council Tax Base 2021/22

Council Tax Base 2020/21	74,220.0

11.3 A separate council tax base calculation was produced for the properties covered by the Wimbledon and Putney Common Conservators (WPCC) area. For 2021/22 the Council Tax Base for Wimbledon and Putney Commons Conservators has been calculated as: -

Table 29: WPCC Council Tax Base 2021/22

WPCC Council Tax Base 2020/21	11,381.8

12.   **Greater London Authority Precept and Other Levies**

12.1 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.

12.2 The Mayor published his draft consolidated budget and provisional council tax precept for 2021-22 on 16 December 2020 for consultation. The consultation on the budget proposals ended on 15 January 2021.

12.3 On 8 January 2021, the Mayor of London announced revised proposals of a Band D precept on council taxpayers in the 32 London boroughs of £363.66 – a £31.59 or 9.5% increase compared to 2020-21. This reflected an increase in the policing element compared to the consultation budget published the previous month of £9.95 to £15 (in line with the national police referendum limits) and an extra £15 for Transport for London to maintain free bus and tram travel for under 18s and the over 60s Oystercard (i.e. for those Londoners aged from 60 to statutory state pension age).

12.4 The proposed precept for council taxpayers in the City of London – excluding the police `element – is £96.53. This represents an increase of £16.59.

12.5 This revised proposal was subject to MHCLG formally amending the council tax referendum limits for the GLA in the final local government finance settlement to reflect the £15 TfL increase required to maintain the concessions which was announced in the final Settlement.

12.6 The final precept was approved formally at the London Assembly's final draft budget meeting on Thursday 25 February 2021.

13. **Other Levies**

13.1 The Council is required by statute to pay certain levies to the organisations listed below.

Table 30: Other Levies

	2020/21 £000	2021/22 £000	2021/22 Change %
London Pension Fund Authority	257	253	(1.4)
Lee Valley Regional Park	178	178	0.4
Environment Agency	174	174	0.3

13.2 **Wimbledon and Putney Commons Conservators (WPCC)**

13.2.1 A separate precept is levied in respect of those residents of properties bordering the Wimbledon and Putney Commons. The amount is calculated on the basis of the amount levied by the Commons Conservators and the Band D Council Tax in respect of the WPCC precept in 2021/22 will be £352,802, a decrease of £54 (0.02%) from the 2020/21 levy of £352,856.

Table 31: Wimbledon and Putney Commons Conservators Precept

	2020/21 £000	2021/22 £000	Change %
Wimbledon & Putney Commons Conservators	353	353	0%

13.2.2 The average Band D cost to a council taxpayer in the WPCC area has changed from £30.41 in 2020/21 to £31.00 (1.9%) in 2021/22.

14. **Council Tax Calculation**

14.1 It is a statutory requirement that the council sets a balanced budget in 2021/22.

14.2 In accordance with sections 52ZY and 68 of the Local Government Finance Act 1992 ('the 1992 Act'), section 139A of the Local Government Finance Act 1988, and section 230 of the Local Government Act 1972 authorities are required to supply information required to measure whether any proposed Council Tax increase is in excess of the principles laid down requiring a local referendum.

14.3 The Government return is the Council Tax Requirement form CTR1 and authorities are required to complete and submit this to the Ministry of Housing, Communities and Local Government within 7 days of approving their Council Tax requirements.

14.4 Based on the assumptions included in the Medium Term Financial Strategy, the following financial position is achieved:-

Table 32: Average Band D Council Tax

Average Council Tax Calculation at Band D	2020/21 £m	2021/22 £m
Budget Requirement	152.645	161.480
Settlement funding Assessment inc. Section 31 Grant	(43.835)	(41.738)
COVID RNF and LCTS Grant	0.000	(6.811)
New Homes Bonus	(1.438)	(0.612)
PFI Grant	(4.797)	(4.797)
Adult Social Care Improved BCF	(4.862)	(4.862)
Social Care Grant	0.000	(4.446)
Collection Fund - Exceptional Balance	(0.327)	1.647
Council Tax Requirement	97.386	99.861
Council Tax Base	75,989.9	74,220.0
Average Council Tax	1,281.56	1,345.48

* The actual increase is 4.99% and it is important to stay below the 5% threshold to avoid triggering the requirement for a referendum

NB The calculation of the average council tax is subject to Government verification via the submission of a return – Council Tax Requirement Form CTR1.

14.5 The calculation of Band D council tax for properties outside the Wimbledon and Putney Commons Conservators area is as follows:

Table 33: Council Tax calculation

Council Tax Calculation at Band D	2020/21 £m	2021/22 £m
Budget Requirement	152.645	161.480
WPCC	(0.353)	(0.353)
Settlement funding Assessment inc. Section 31 Grant	(43.835)	(41.738)
COVID RNF and LCTS Grant	0.000	(6.811)
New Homes Bonus	(1.438)	(0.612)
PFI Grant	(4.797)	(4.797)
Adult Social Care Improved BCF	(4.862)	(4.862)
Social Care Grant	0.000	(4.446)
Collection Fund - Exceptional Balance	(0.327)	1.647
Balance to be met from Council Tax	97.033	99.508
Council Tax Base	75,989.9	74,220.0
Council Tax (Band D)	1,276.92	1,340.72

14.6 The implications for the level of Council Tax on a Band D property, including the GLA precept are set out as follows: -

Table 34: Band D Council Tax

Council Tax at Band D	2020/21 £	2021/22 £	% change from 2020/21
Merton (exc. WPCC)	1,276.92	1,340.72	5.0%
GLA Precept (Provisional)	332.07	363.66	9.5%
Implied Council Tax at Band D	1,608.99	1,704.38	5.9%

15. **Risk Management**

15.1 The management of risk is strategically driven by the Corporate Risk Management Group. This is the central hub of a number of council mechanisms for risk management including a Corporate Key Strategic Risk Register, departmental risk registers and project risk registers. The group collates on a quarterly basis the headline departmental risks and planned mitigation activity from each department, project and partnership, to be put forward for discussion at CMT. Annual reports on risk are made to the Standards and General Purposes Committee and Cabinet and Council annually. Developing a corporate business plan and setting a balanced budget 2021-25 and beyond has been highlighted as a key strategic risk on the corporate risk register.

15.2 Currently c.£12.1 million of savings are being progressed for 2020-21 coupled with a further c. £9m of savings identified for 2021-25. Current practice is to monitor delivery of savings as part of the monthly Business Plan Monitoring, it is envisaged that given the size of the savings target over the next three years, additional mechanisms may need to be established to monitor more transformational and longer term projects.

16. **Summary**

16.1 Taking into account the changes that have taken place since last year, the budget gap in the MTFS has changed to the following:-

Table 35: Cumulative MTFS Gap 2021-2025

Cumulative	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
Gap exc. Savings	6,234	13,431	20,886	23,229
Savings	(6,234)	(9,539)	(9,410)	(8,885)
Gap Net of Savings	0	3,892	11,476	14,344

17 **Future Years**

17.1 As indicated in the updated MTFS there is a gap between the forecast level of resources and budget requirements for later years which will need to be addressed if balanced budgets are to be set for those years. The updated MTFS is set out in Appendix 4.

17.2 The budget process for 2022/23 will commence in the new financial year and some of the options available to the Council to eliminate the budget gaps include: -

- Savings – reduction/deletion of services
- Savings – efficiencies including procurement
- Income – increase in fees and charges/new sources of income/commercialisation
- Council Tax increase
- Use of balances

18. **Appendices**

18.1 Appendix 1: Final Local Government Finance Settlement 2021-25
      Appendix 2: Corporate and Technical Adjustments in the MTFS 2021-25
      Appendix 3: Reserves 2021-25
      Appendix 4: Medium Term Financial Strategy 2021-25

LOCAL GOVERNMENT FINANCE SETTLEMENT 2021/22

Background

On 25 November 2020, the Government announced the outcome of Spending Review 2020. When publishing the Provisional Local Government Finance Settlement on 17 December 2020, the Government stated that "the Spending Review and settlement have been drawn up in unique circumstances. The Government's primary aim, in this challenging period, has been to continue to support councils in dealing with the immediate impacts of the pandemic, to promote recovery and renewal at local level, and support and maintain critical mainstream services…. Once the pandemic is over, we will continue to work with local government to understand the lasting impact it has had on both service demands and revenue raising. We will then revisit the priorities for reform of the local government finance system, taking account of wider work on the future of the business rates tax and on the Adult Social Care system. Final decisions will be taken in the context of next year's Spending Review. In the meantime, there will be no reset of accumulated business rates growth in 2021-22."

Overview of the Local Government Finance Settlement 2021-22

Details of the provisional Local Government Settlement were published on 17 December 2020 and these were confirmed on 4 February 2021 when the Secretary of State for Housing, Communities and Local Government announced the final allocations.

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

1.   Local Government Finance Settlement 2021-25

1.1   Settlement Funding Assessment (SFA)
This section sets out the main details included in the Final 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 2021/22.

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 0.08% in SFA nationally in 2021/22. Details of changes in SFA for England, London boroughs and in Merton are summarised in the following table:-

	2017/18 Final	2018/19 Final	2019/20 Final	2020/21 Final	2021/22 Final
Merton (£m)	48.545	44.662	40.460	41.120	41.148
Annual % Change		-8.00%	-9.41%	1.63%	0.07%
Cumulative % change		-8.00%	-16.65%	-15.30%	15.24%
England (£m)	17,905.175	16,943.064	15,958.163	16,208.506	16,204.065
Annual % Change		-5.37%	-5.81%	1.57%	-0.03%
Cumulative % change		-5.37%	-10.87%	-9.48%	-9.50%
London Boroughs (£m)	3,078.326	2,901.229	2,713.504	2,757.716	2,760.740
Annual % Change		-5.75%	-6.47%	1.63%	0.11%
Cumulative % change		-5.75%	-11.85%	-10.42%	-10.32%

The Settlement broadly reflects the details set out in the Spending Round 2020. The main details are:-

a) Settlement Funding Assessment (RSG + Business Rates) allocations have increased by 0.08% nationally and by 0.11% in London. The details for Merton are:-

MERTON	2020-2021 £m	2021-2022 £m	Change £m	Change %
Settlement Funding Assessment	41.120	41.148	0.028	0.07
of which:				
Revenue Support Grant (RSG)	5.159	5.187		
Baseline Funding Level (BFL)	35.961	35.961		
	41.120	41.148		
(Tariff)/Top-Up (Included in BFL)	9.534	9.534		

1.2 <u>Core Spending Power</u>
Core Spending Power is the Government's measure of the resources available to local authorities to fund service delivery. In 2021-22 it includes "roll forward" of core components from 2019-20 and also injects significant new funding into social care

Core Spending Power in 2021-22 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 inc. Winter Pressures Grant
- New Homes Bonus and New Homes Bonus Returned Funding;
- Rural Services Delivery Grant
- Adult Social Care Support grant
- Social Care Grant
- Lower Tier Services Grant

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 of 3% in 2021-22
- All authorities increase overall council tax by the maximum amount (2% in 2021-22)
- Tax base increases at the same average rate for each authority as between 2016-17 to 2021-22
- New Homes Bonus allocations are based on the share of NHB to date

In England the level of assumed spending power will increase by £2.2 bn (4.5%) in 2021-22 . In London boroughs the assumed increase is £310.8m (4.3%) in 2021/22

Core Spending Power	2017/18 Final	2018/19 Final	2019/20 Final	2020/21 Final	2021/22 Final	2021/22 Change
	£m	£m	£m	£m	£m	%
England	44,296.5	45,098.3	46,213.3	48,999.1	51,257.0	4.6%
London Boroughs	6,688.9	6,731.4	6,848.2	7,257.8	7,568.6	4.3%
Merton	139.8	139.6	142.2	150.3	157.2	4.6%

A summary of Merton's assumed Core Spending Power from 2017/18 to 2021/22 is included in the following table:-

Detailed Breakdown of Core Spending Power – Merton

	Final	Final	Final	Final	Final	Annual Change (20-21 to 21-22)	Cumulative Change (17-18 to 21-22)
	2017-18	**2018/19**	**2019/20**	**2020/21**	**2021/22**		
	£m	£m	£m	£m	£m	%	%
Council Tax	82.563	87.009	92.370	97.386	103.886	6.7%	25.8%
Settlement Funding Assessment	48.545	44.662	40.460	41.120	41.148	0.1%	(15.2)%
Compensation for under-indexing the business rates multiplier	0.504	0.793	1.153	1.441	1.874	30.0%	271.8%
Improved Better Care Fund	2.746	3.523	4.114	4.862	4.862	0%	77.1%
New Homes Bonus	4.068	2.371	2.108	1.438	0.612	(57.4)%	(85.0)%
New Homes Bonus – returned funding	0.080	0.000	0.000	0.000	0.000	0.0	(100)%
Transition Grant	0.557	0.000	0.000	0.000	0.000	0.0	(100)%
Adult Social Care Support Grant	0.751	0.467	0.000	0.000	0.000	0.0	(100)%
Winter Pressures Grant	0.000	0.748	0.748	0.000	0.000	0.0	0.0
Social Care Support Grant	0.000	0.000	1.278	0.000	0.000	0.0	0.0
Social Care Grant	0.000	0.000	0.000	4.058	4.466	10.1%	-
Lower Tier Services Grant	0.000	0.000	0.000	0.000	0.399	-	-
Core Spending Power	**139.815**	**139.574**	**143.231**	**150.305**	**157.247**	**4.6%**	**12.5%**

1.3 <u>Council tax referendum principles for principal local authorities</u>
In terms of controlling the level of council tax increases that local authorities can set in 2021-22, 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 2021-22, the relevant basic amount of council tax is excessive if the authority's relevant basic amount of council tax for 2021-22 is 5% comprising 3% for expenditure on adult social care and 2% for other expenditure), or more than 5%, greater than its relevant basic amount of council tax for 2020-21.

Local authorities not wanting to take up the ASC precept flexibility in full next year, will be allowed to defer some or all of this for use in 2022-23. This means that London boroughs could, for example, set a 2% increase for ASC in 2021-22 and a 1% increase for ASC in 2022-23, irrespective of other referendum principles that may apply in 2022-23.

Police and Crime Commissioners (PCCs) including the GLA charge for the Metropolitan Police will be allowed increases of £15. The Mayor of London has already indicated that in order to fund Londoners' free travel concessions more generously than the England level and may seek to raise the general element of the GLA's council tax precept, which has subsequently been confirmed in the Final Settlement.

The financial projections in the MTFS 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	3.00	0	0	0
Total	4.99	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
– Social Care Grant/ Public Health Grant/ Other Grants

1.4.1 New Homes Bonus
The New Homes Bonus was introduced in 2011 to provide an incentive for local authorities to encourage housing growth in their areas by rewarding local authorities for net additional homes added to the council tax base. It is paid annually from a top-slice of RSG. The Government has committed to reforming the NHB, and this year will be the final year under the current approach. The Government has now published a consultation document on the future of the New Homes Bonus, including options for reform.

The Government is proposing a new round of NHB payments (year 11 payments) in 2021-22. This will be the final set of allocations under the current approach, and the Government's proposal is that year 11 payments will not attract new legacy commitments in future years.

The allocations for 2021-22 will be funded through a £622 million top slice of RSG.

The Government has not changed the calculation process for year 11 payments, and the methodology is the same as in 2020-21. Year 11 payments will be calculated as units for reward above a payments baseline of 0.4%, multiplied by the average band D council tax payment, with an additional payment made for affordable homes. The Government intends to

honour previously announced legacy payments in the 2021-22 allocations. This means paying legacy payments associated with year 8 (2018-19) and year 9 (2019-20).

Unfortunately, Merton's increase in units in 2020/21 is 0.29% and less than the 0.4% baseline and therefore Merton only receives additional NHB of £23,800 in 2021/22 plus the NHB relating to year 8 (£258,357) and year 9 (£329,759), totalling £611,916.

1.4.2 <u>Compensation for under-indexing the business rates multiplier:</u> 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.

1.4.3 <u>Improved Better Care Fund</u>
In the interests of stability, the Government has decided to continue existing iBCF funding at 2020-21 levels (£2.1 billion), with the distribution unchanged.

Merton's allocation is:-

Improved Better Care Fund	2021-22 £m
Merton	4.862

1.4.4 <u>Social Care Grant</u>

In the interests of stability, the Government has rolled-forward allocations of the £1.41 billion Social Care Grant from 2020-21, leaving these unchanged.

The Government will distribute the £300 million of additional grant in two ways. The £240 million will be used as an equalisation component, holding the level of equalisation at the same level as in 2020-21, together with £60 million allocated directly through the existing ASC RNF. The Government's view is that the equalisation methodology is a balanced approach which recognises that the distribution of resources generated through the ASC precept does not match the pattern of assessed need. The proposed methodology, which is the same as that used for this grant in 2020-21, means that all authorities will receive over 94% of the total RNF-based share of the resources which are available through the additional grant and the new ASC precept. The Government has decided that this grant will not be ringfenced, and conditions on reporting requirements will not be attached. In particular, 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.

Merton's allocation is:-

Social Care Grant	2021-22 £m
Merton	4.466

Outside of the Settlement, more information on a number of other grants has been advised as follows:-

1.4.5   Homelessness Prevention Grant
A national total of £310m Homelessness Prevention Grant combines and uplifts what was previously the Flexible Homelessness Support Grant and Homelessness Reduction Grant.

In 2020-21 the government provided local authorities with £200m through the Flexible Homelessness Support Grant and £63m through the Homelessness Reduction Grant. In 2021-22 the government have combined these two funding streams and uplifted them by £47m.

The purpose of the Homelessness Prevention Grant fund is to give local authorities control and flexibility in managing homelessness pressures and supporting those who are at risk of homelessness. Local authorities are expected to use it to deliver the following priorities

- To fully enforce the Homelessness Reduction Act and contribute to ending rough sleeping by increasing activity to prevent single homelessness
- Reduce family temporary accommodation numbers through maximising family homelessness prevention
- Eliminate the use of unsuitable bed and breakfast accommodation for families for longer than the statutory six week limit.

MERTON'S ALLOCATION	2020/21	2021/22
	£000	£000
Flexible Homelessness Support Grant	716	
Homelessness Reduction Grant	416	
Homelessness Prevention Grant		1,360
TOTAL	**1,132**	**1,360**

1.4.6   Public Health Grant
Although Public Health Grant allocations were not published alongside the settlement as expected, Spending Round 2020 did announce that Public Health Grant will "be maintained" for 2021-22. A flat cash roll forward was expected to be confirmed. If correct, this will mean £657m for London from the near £3.3bn available for England.

Merton's allocation for 2020 was £10.546m and latest estimate for 2021/22 is £10.617m.

1.4.7 <u>Other grants</u>

i) Lead Local Authorities Grant – the MHCLG have confirmed that it has been discontinued.

ii) Former Independent Living Fund Recipient Grant – The Government confirmed on 4 February 2021 that this grant will continue in 2021/22 at the same level as 2020/21. Merton received £0.3m in 2020/21.

iii) Domestic Abuse Bill Funding – A national allocation of £125m has been announced but there is no information about allocations as yet.

2. School Funding Announcement

2.1 The School Revenue Funding Settlement 2021 to 2022 was published on 17 December 2020. 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): 2021 to 2022 allocations local authority summary	2021 to 2022 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	High Needs Block (£m)	Early Years Block (£m)	Total DSG allocation (£m)
	[A]	[B]	[C]	[D]	[E]
					= [A] + [B] + [C] + [D]
Merton 2021/22	137.499	1.094	39.961	16.518	195.072
Merton 2020/21	129.966	1.016	36.429	16.375	183.786
Change %	5.8%	7.7%	9.7%	0.9%	6.1%

2021 to 2022 DSG allocations, after recoupment and deductions for direct funding of high needs places by Education and Skills Funding Agency (ESFA)					
	Schools Block (£m)	Central School Services Block	High Needs Block (£m)	Early Years Block (£m)	Total DSG allocation (£m)
[F]		[G]	[H]	[H]	[I]
Merton 2021/22	137.499	1.094	39.961	16.518	195.072
Merton 2020/21	129.966	1.016	36.299	16.375	183.656
Change %	5.8%	7.7%	10.1%	0.9%	6.2%

Summary of proposals included in the 2021-22 Finance settlement

The Government's proposals for distributing core settlement resources in 2021-22:

- a uniform percentage increase in 2020-21 Revenue Support Grant (RSG) allocations, based on the change in the Consumer Price Index (CPI)

- a freeze in Baseline Funding Levels (BFLs) at 2020-21 levels, to match the freeze in the business rates multiplier

- an increase in section 31 grant for the under-indexation of the multiplier, to compensate for the freeze in the business rates multiplier

- eliminating so-called 'negative RSG', through the use of forgone business rates receipts.

The Government's intentions for council tax referendum principles in 2021-22:

- a core council tax referendum principle of up to 2% for shire counties, unitary authorities, London boroughs, the Greater London Authority (GLA) and fire authorities

- an Adult Social Care (ASC) precept of 3% for authorities responsible for ASC, with the option to defer some or all of its use into 2022-23

- a referendum principle of £15 for police and crime commissioners

The Government's proposals for making funding available for social care services:

- increasing the Social Care Grant for 2021-22 by £300 million, on top of last year's total of £1.41 billion

- distributing the new Social Care Grant resources using the ASC Relative Needs Formula (RNF), with £240 million used to equalise the variation in yield from the ASC council tax precept, at the same level of equalisation as last year

- maintaining the improved Better Care Fund (iBCF) funding at 2020-21 cash terms levels (£2.1 billion) with the distribution unchanged.

The Government's proposals for the New Homes Bonus (NHB):

- a new round of NHB payments in 2021-22, which will not attract new legacy payments

- 2021-22 allocations will be paid for by a £622 million top-slice of RSG

- no changes to the calculation process from 2020-21

- all previously announced legacy payments will be honoured in 2021-22 allocations.

The Government's proposals for a new Lower Tier Services Grant:

- the grant will allocate £111 million to local authorities with responsibility for lower tier services (for example, homelessness, planning, recycling and refuse collection, and leisure services)..

- The distribution will be based on assessed relative needs alongside this, there will be a one-off minimum funding floor to ensure that no authority sees an annual reduction in Core Spending Power (CSP).

- Merton's allocation for 2021-22 is c. £0.4m

Covid – 19 Funding: Consultation Paper

Following the announcements at Spending Review 2020, the Government has published a "consultative policy paper" intended to provide further details on COVID-19 funding for local authorities in 2021-22, and the approach to continuing to monitor the impact of the pandemic on the sector. It asks questions to seek views from the sector to inform certain policy positions.

It covers:

The £1.55bn COVID-19 Expenditure Pressures Grant
The Government has published the final allocations for the £1.55bn of additional unringfenced funding announced at SR20 for 2021-22. This is being distributed using the COVID-19 Relative Needs Formula and Government is aiming to make payments as soon as reasonably practicable in the next financial year (the aim being to provide payments in April 2021).

London boroughs will receive £274m of the £1.55bn (17.7%). This is the same share as with the third tranche of emergency funding in 2020-21 (which uses the COVID-19 RNF with no floors – unlike tranche 4). This brings the total general emergency funding provided to £6.2bn nationally, with London boroughs receiving £1.1bn (17.5%).

- Merton's allocation for 2021-22 is c. £4.989m

Local council tax support grant
Views are being sought on the Government's proposal for distributing the £670m of new funding in recognition of the increased costs of providing local council tax support following the pandemic. The funding is unringfenced and can be used to provide other support to vulnerable households, including through local welfare schemes.

The Government is proposing to distribute funding on the basis of each billing authority's share of the England level working-age local council tax support caseload, adjusted to reflect the average bill per dwelling in the area. Indicative allocations and a detailed methodology note have now been published and Merton's indicative allocation from the £670m total being £2,294,382 . Government will aim to make up-front lump sum section 31 payments directly to billing and major precepting authorities in April, assuming its proposed methodology is used.

Local tax income guarantee for 2020-21
The Spending Review set out plans to compensate councils for 75% of irrecoverable council tax and business rates losses, estimating this to cost around £762m. The consultative policy paper sets out how council tax and business rates losses in scope of the guarantee will be measured. For council tax, this is broadly a comparison of each authority's council tax requirement and an adjusted Net Collectable Debit. For business rates, this is broadly a comparison of Non-Domestic Rating Income as calculated in the NNDR1 and NNDR3 forms. The executive summary suggests this will cost an" estimated £800m".

London Councils will undertake further analysis to understand the full methodology and estimate the levels of losses for London boroughs in due course.
- Merton's allocation for 2021-22 is c. £1.823m

Sales, Fees and Charges (SFC) scheme extension
The Government is proposing to continue the current SFC scheme for the first 3 months of the 2021-22 financial year using each council's 2020-21 budgeted income as the baseline from which to assess losses.

OTHER CORPORATE ITEMS

	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
Asset Rentals: Depreciation	(25,593)	(25,593)	(25,593)	(25,593)
CHAS Dividend	(1,963)	(1,963)	(1,963)	(1,963)
WPCC	353	353	353	353
Bad Debt provision	1,500	1,500	500	500
Further provision for revenuisation/RCCO	0	70	70	70
Overheads - Charge to non-general fund	(0)	(0)	(0)	(0)
Contingency	1,500	1,500	1,500	1,500
Pensions Strain/Redundancy	1,000	1,000	1,000	1,000
Transport	17	17	17	17
Elections	50	400	0	0
LPFA - Provision for deficit contribution	86	86	86	86
Balance Sheet Management - CT & HB Credits	(220)	(220)	(220)	(220)
Reduction in Education Services Grant	0	0	0	0
Loss of HB Admin. Grant	34	34	34	34
Apprenticeship Levy	450	450	450	450
Cyber Security	200	200	200	200
Provision for current notional loss on Merantun	0	0	231	0
Rounding	3	4	3	(1)
Other Corporate items	**(22,584)**	**(22,163)**	**(23,333)**	**(23,568)**

Reserves

Forecast Movement in Reserves 2020-25	Bal. at 31/3/20 £'000	Net Movt. in year £'000	Bal. at 31/3/21 £'000	Net Movt. in year £'000	Bal. at 31/3/22 £'000	Net Movt. in year £'000	Bal. at 31/3/23 £'000	Net Movt. in year £'000	Bal. at 31/3/24 £'000	Net Movt. in year £'000	Bal. at 31/3/25 £'000
General Fund Reserve	13,778	222	14,000	0	14,000	0	14,000	0	14,000	0	14,000
Earmarked Reserves	45,902	11,656	57,558	(1,532)	56,026	(2,813)	53,214	10,076	63,289	11,820	75,110
Grants & Contributions	5,906	(829)	5,078	(1,583)	3,494	(1,159)	2,335	0	2,335	0	2,335
Total Available Gen. Fund Rev. Reser	65,586	11,049	76,636	(3,115)	73,521	(3,972)	69,549	10,076	79,625	11,820	91,445
Fixed to Contracts	1,955	0	1,955	0	1,955	0	1,955	0	1,955	0	1,955
Total General Fund revenue reserves	67,541	11,049	78,590	(3,115)	75,475	(3,972)	71,504	10,076	81,579	11,820	93,400
Schools Balances & Reserves	1,548	(15,613)	(14,065)	(19,612)	(33,677)	(21,389)	(55,065)	(23,560)	(78,625)	(25,730)	(104,355)

Analysis	Bal. at 31/3/20 £'000	Net Movt. in year £'000	Bal. at 31/3/21 £'000	Net Movt. in year £'000	Bal. at 31/3/22 £'000	Net Movt. in year £'000	Bal. at 31/3/23 £'000	Net Movt. in year £'000	Bal. at 31/3/24 £'000	Net Movt. in year £'000	Bal. at 31/3/25 £'000
Earmarked Reserves											
Outstanding Council Programme Board Reserve	5,171	(1,715)	3,456	(2,109)	1,347	(1,345)	2	(2)	(0)	0	(0)
For use in future years' budgets	11,202	1,525	12,727	(5,696)	7,031	(7,031)	0	0	0	0	0
Revenue Reserve for Capital/Revenuisation	4,413	(450)	3,963	(3,939)	24	(24)	0	0	0	0	0
Energy renewable reserve	1,821	(86)	1,735	(110)	1,625	(500)	1,125	(500)	625	(500)	125
Repairs and Renewals Fund	2,090	0	2,090	(500)	1,590	(1,590)	(0)	0	(0)	0	(0)
Pension Fund additional contribution	453	(453)	(0)	0	(0)	0	(0)	0	(0)	0	(0)
Local Land Charges	2,385	(1,903)	482	(150)	332	(150)	182	(150)	32	0	32
Apprenticeships	975	(317)	658	(99)	559	(120)	439	(120)	319	(120)	199
Community Care Reserve	896	0	896	0	896	0	896	0	896	0	896
Local Welfare Support Reserve	315	(40)	275	(40)	235	(40)	195	(40)	155	(40)	115
Economic Development Strategy	0	0	0	0	0	0	0	0	0	0	0
LEP - New Homes Bonus funded projects	122	(122)	0	0	0	0	0	0	0	0	0
Corporate Services Reserves	2,002	487	2,489	(417)	2,072	(418)	1,654	(383)	1,271	(234)	1,037
Spending Review Reserve	7,735	16,009	23,744	14,078	37,822	10,543	48,365	11,628	59,993	12,714	72,707
COVID-19 Emergency Funding	6,173	(1,278)	4,895	(2,400)	2,495	(2,138)	357	(357)	0	0	0
Wimbledon Tennis Court Renewal Fund	150	0	150	(150)	0	0	0	0	0	0	0
Earmarked Reserves	45,902	11,656	57,558	(1,532)	56,026	(2,813)	53,214	10,076	63,289	11,820	75,110
Culture and Environment contributions	200	0	200	(200)	0	0	0	0	0	0	0
Culture and Environment grant	594	(173)	422	(262)	159	(159)	0	0	0	0	0
Childrens & Education grant	184	(63)	121	(121)	(0)	0	(0)	0	(0)	0	(0)
Adult Social care grants	4,062	(593)	3,469	(1,000)	2,469	(1,000)	1,469	0	1,469	0	1,469
Housing GF grants	866	0	866	0	866	0	866	0	866	0	866
Public Health Grant Reserve	(0)	0	0	0	0	0	0	0	0	0	0
Grants & Contributions	5,906	(829)	5,078	(1,583)	3,494	(1,159)	2,335	0	2,335	0	2,335
Total	51,808	10,827	62,636	(3,115)	59,521	(3,972)	55,549	10,076	65,625	11,820	77,445
Insurance Reserve	1,955	0	1,955	0	1,955	0	1,955	0	1,955	0	1,955
Fixed to Contracts	1,955	0	1,955	0	1,955	0	1,955	0	1,955	0	1,955

Analysis	Bal. at 31/3/20 £'000	Net Movt. in year £'000	Bal. at 31/3/21 £'000	Net Movt. in year £'000	Bal. at 31/3/22 £'000	Net Movt. in year £'000	Bal. at 31/3/23 £'000	Net Movt. in year £'000	Bal. at 31/3/24 £'000	Net Movt. in year £'000	Bal. at 31/3/25 £'000
DSG Reserve	(12,750)	(15,418)	(28,168)	(19,309)	(47,477)	(21,086)	(68,563)	(23,257)	(91,819)	(25,427)	(117,246)
Governor Support Reserve	28	(28)	0	0	0	0	0	0	0	0	0
Schools Reserve	0	0	0	0	0	0	0	0	0	0	0
CSF reserve	25	(25)	0	0	0	0	0	0	0	0	0
Refund of PFI contributions	0	0	0	0	0	0	0	0	0	0	0
Schools PFI Fund	5,791	(142)	5,649	(303)	5,346	(303)	5,043	(303)	4,740	(303)	4,437
Earmarked Schools Balances	8,355	0	8,355	0	8,355	0	8,355	0	8,355	0	8,355
Schools Standards Fund balances	0	0	0	0	0	0	0	0	0	0	0
Schools Fund	100	0	100	0	100	0	100	0	100	0	100
Schools Reserves	1,548	(15,613)	(14,065)	(19,612)	(33,677)	(21,389)	(55,065)	(23,560)	(78,625)	(25,730)	(104,355)

CAPITAL RESERVES

Forecast Movement in Reserves 2020-25	Bal. at 31/3/20 £'000	Net Movt. in year £'000	Bal. at 31/3/21 £'000	Net Movt. in year £'000	Bal. at 31/3/22 £'000	Net Movt. in year £'000	Bal. at 31/3/23 £'000	Net Movt. in year £'000	Bal. at 31/3/24 £'000	Net Movt. in year £'000	Bal. at 31/3/25 £'000
Capital Grants	0	0	0	0	0	0	0	0	0	0	0
Capital Contributions	0	0	0	0	0	0	0	0	0	0	0
CIL Reserve *	21,900	(1,937)	19,964	(12,254)	7,710	(1,804)	5,905	(887)	5,018	(787)	4,231
Capital Receipts	2,059	(2,059)	(0)	0	(0)	0	(0)	0	(0)	0	(0)
Capital Reserves	23,959	(3,996)	19,964	(12,254)	7,710	(1,804)	5,905	(887)	5,018	(787)	4,231

Forecast Movement in Reserves 2020-25	Bal. at 31/3/20 £'000	Net Movt. in year £'000	Bal. at 31/3/21 £'000	Net Movt. in year £'000	Bal. at 31/3/22 £'000	Net Movt. in year £'000	Bal. at 31/3/23 £'000	Net Movt. in year £'000	Bal. at 31/3/24 £'000	Net Movt. in year £'000	Bal. at 31/3/25 £'000
GF	13,778	222	14,000	0	14,000	0	14,000	0	14,000	0	14,000
Earmarked Reserves	45,902	11,656	57,558	(1,532)	56,026	(2,813)	53,214	10,076	63,289	11,820	75,110
Grants	5,906	(829)	5,078	(1,583)	3,494	(1,159)	2,335	0	2,335	0	2,335
Insurance	1,955	0	1,955	0	1,955	0	1,955	0	1,955	0	1,955
Schools	1,548	(15,613)	(14,065)	(19,612)	(33,677)	(21,389)	(55,065)	(23,560)	(78,625)	(25,730)	(104,355)
Capital	23,959	(3,996)	19,964	(12,254)	7,710	(1,804)	5,905	(887)	5,018	(787)	4,231
	93,048	(8,559)	84,489	(34,980)	49,508	(27,165)	22,344	(14,371)	7,973	(14,697)	(6,724)

DRAFT MTFS 2021-25:				
	2021/22 **£000**	**2022/23** **£000**	**2023/24** **£000**	**2024/25** **£000**
Departmental Base Budget 2020/21	**158,438**	**158,438**	**158,438**	**158,438**
Inflation (Pay, Prices)	3,468	7,191	10,983	16,123
Salary oncost increase (15.2% to 17.06%)	0	24	48	72
FYE – Previous Years Savings	(3,887)	(4,252)	(4,448)	(4,448)
FYE – Previous Years Growth	404	788	1,178	1,178
Amendments to previously agreed savings/growth	685	175	0	0
Change in Net Appropriations to/(from) Reserves	424	(482)	(1,063)	(1,062)
Taxi card/Concessionary Fares	(1,128)	(1,606)	(424)	579
Change in depreciation/Impairment (Contra Other Corporate items)	2,242	2,242	2,242	2,242
Social Care - Additional Spend offset by grant and precept	2,997	3,036	3,073	3,088
Growth	3,478	3,478	3,478	3,478
Provision - DSG Deficit	14,078	10,543	11,628	12,714
Other	795	875	955	1,035
Re-Priced Departmental Budget	**181,995**	**180,449**	**186,088**	**193,436**
Treasury/Capital financing	10,780	11,618	12,059	13,087
Other Corporate items	(22,584)	(22,163)	(23,333)	(23,568)
Levies	606	606	606	606
Sub-total: Corporate provisions	**(11,198)**	**(9,939)**	**(10,668)**	**(9,875)**
Sub-total: Repriced Departmental Budget + Corporate Provisions	**170,797**	**170,511**	**175,421**	**183,561**
Savings/Income Proposals 2021/22	(3,032)	(5,462)	(4,962)	(4,437)
Sub-total	**167,765**	**165,049**	**170,459**	**179,124**
Appropriation to/from departmental reserves	(2,206)	(1,300)	(719)	(720)
Appropriation to/from Balancing the Budget Reserve	(5,473)	(7,254)	0	0
ONGOING IMPACT OF COVID-19 (NET)	4,276	2,138	974	0
BUDGET REQUIREMENT	**164,363**	**158,633**	**170,714**	**178,404**
Funded by:				
Revenue Support Grant/Covid RNF & LCTS grant	(6,811)	0	0	0
Business Rates (inc. Section 31 grant)	(41,738)	(39,573)	(40,424)	(41,292)
Adult Social Care Grants inc. BCF	(4,862)	(4,862)	(4,862)	(4,862)
Social Care Grant	(4,466)	(3,160)	(3,550)	(3,550)
PFI Grant	(4,797)	(4,797)	(4,797)	(4,797)
New Homes Bonus	(612)	(500)	(500)	(500)
Council Tax inc. WPCC	(99,861)	(103,314)	(106,569)	(109,059)
Collection Fund – (Surplus)/Deficit	1,427	1,464	1,464	0
COVID-19: SFC - Compensation Qtr. 1 2021/22	(2,643)	0	0	0
TOTAL FUNDING	**(164,363)**	**(154,741)**	**(159,238)**	**(164,061)**
GAP including Use of Reserves (Cumulative)	**0**	**3,892**	**11,476**	**14,344**

A) CAPITAL STRATEGY 2021-25

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 2021-25 has been aligned and integrated with the Business Plan for the period 2021-25. The Business Plan sets out how the Authority's corporate ambitions have been shaped by Merton Partnership in the Merton Community Plan. The Community Plan 2020-26 "Lets Get Together" endorsed by the council on 18 November 2020 sets out the long term community ambition for the borough to increase social capital and improve resilience and wellbeing, particularly for those parts of Merton with the lowest socio-economic outcomes (this has in the past previously been referred to as 'bridging the gap' between the eastern and western wards in the borough).

1.3   The Community Plan has eight thematic priorities which were agreed by the relevant Thematic Networks of the Merton Partnership (Safer Merton, Health and Wellbeing, Children's Trust and Sustainable Communities and Transport). These priorities are based on strong evidence and engagement. The development of the Plan was also supported by a bespoke piece of social research conducted by M.E.L Research to ensure the voice of 'seldom listened to' groups were incorporated:

Thematic Network	Thematic Priorities
Children's Trusts	Getting involved and having a say – promoting the voice of children and young people
	Making Merton a place where children and young people feel they belong and thrive
Safer and Stronger Communities	Reducing serious violence
	Enforcing action against anti-social behaviour
Health and Wellbeing Board	Tackling diabetes and creating a healthy place
	Creating healthy workplaces across Merton
Sustainable Communities and Transport Partnership	Reducing carbon emissions to tackle climate change
	Protecting and enhancing the local environment

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 2021-25 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 The financial pressures facing Merton mean we should no longer aim to be a 'place-maker' but be a 'place-shaper'. The council should be an enabler, working with partners to provide services. Our corporate ambitions are to:
  - Support our most vulnerable residents of all ages;
  - Bridge the gap and reduce inequalities;
  - Create a great place to grow up and live in;
  - Maintain a clean and safe environment;
  - Build resilient communities;
  - Continuously improve.

2 Planning Infrastructure

2.1 Business Plan 2021-2025

2.1.1 The Business Plan is specific to Merton Council and 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.

2.1.2 The Medium Term Financial Strategy (MTFS) is a 4 year plan which sets out our commitment to provide services that meet the needs of people locally, and represents good value for money. It links our council vision and priorities with forecasted resources and budgets. This shows how our finances will be structured and managed to ensure they support our priorities, and those of our partners. It incorporates the medium term impact on rate payers of activity within both the Capital Strategy and the Treasury Management Strategy.

2.1.3 The capital strategy provides a high level overview of how capital expenditure, capital financing and treasury management activity contributes to the provision of services, along with an overview of how associated risk is managed and what the implications might be for future financial sustainability.

2.1.4 Treasury Management Strategy summarises the management of the council's cash flows, its banking, money market and capital market transactions and the effective control of the risks associated with those activities and the pursuit of optimum performance consistent with those risks.

2.1.5 Other key resources in place to enable the council to manage the Business Plan include how we:
- manage and develop staff, through the Workforce Strategy;
- obtain goods and services, through the Procurement Plan;
- design and develop information technology, through the IT Strategy;
- identify and manage the risks the council may face in delivering services, through the Risk Management Strategy; and
- manage and monitor performance against objectives, through the Performance Management Framework.

2.2 Service Plans

2.2.1 In developing the Capital Strategy, clear linkages have also been identified with not only the Business Plan but 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.

2.3 Capacity, Skills and Culture

2.3.1 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.

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

2.4 Capital Strategy

2.4.1 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.

2.4.2 Attached as Annex 6 is the Capital Investment Strategy for the investments/loans the Authority will hold/holds to generate financial returns and aid delivery of strategic objectives.

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 2022/23.

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 key managers from each service department.

4.1.2   The Terms of Reference of the Board are:

- o   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/Strategy (AMP/S) 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 within 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 for approval

- 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 kept under review.

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. November monitoring provides the final opportunity for budget managers to re-profile budgets into future financial years and January monitoring provides the final opportunity for budget managers to vire their budgets within the current financial year.

4.3.2   December 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 2024/25, from 2023/24 onwards (£27.8 million in 23/4, £45.7 million 24/25 and £12.7 million 25/26) 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:

MTFS March 2020	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s
MRP	4,875	5,635	6,950	7,704	9,255
Interest on Borrowing	6,315	6,315	6,110	6,082	6,767
Total Borrowing Costs	**11,190**	**11,950**	**13,060**	**13,786**	**16,022**
Interest on Investments	(285)	(137)	(6)	0	0
Interest on HC Loan	0	0	0	0	(983)
CCLA Investment Two Loans @ £10m	(322)	(322)	(322)	(322)	(322)
Total Borrowing Costs Net of Investment interest	**10,583**	**11,491**	**12,733**	**13,464**	**14,718**

Proposed Programme Business Plan 2021-25	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s
MRP	4,855	4,841	5,835	6,377	7,180
Interest on Borrowing	6,316	6,316	6,111	5,981	6,202
Total Borrowing Costs	**11,171**	**11,157**	**11,946**	**12,358**	**13,382**
Interest on Investments	(430)	(64)	(24)	(4)	0
Interest on HC Loan	0	0	0	0	0
CCLA Investment Two Loans @ £10m	(323)	(323)	(323)	(323)	(323)
Total Borrowing Costs Net of Investment interest	**10,418**	**10,770**	**11,599**	**12,031**	**13,059**

Movement in Projected Costs	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s
MRP	(19)	(794)	(1,115)	(1,327)	(2,075)
Interest on Borrowing	1	1	1	(101)	(565)
Total Borrowing Costs	**(18)**	**(793)**	**(1,114)**	**(1,428)**	**(2,640)**
Interest on Investments	(145)	73	(19)	(4)	0
Interest on HC Loan	0	0	0	0	983
CCLA Investment Two Loans @ £10m	(1)	(1)	(1)	(1)	(1)
Total Borrowing Costs Net of Investment interest	**(165)**	**(720)**	**(1,134)**	**(1,433)**	**(1,658)**

6 Capital resources 2021-25

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 is used at the design stage for significant projects where appropriate, incorporating future periodic capital replacement costs, projected maintenance and decommissioning costs.

7.2.4 The Asset Management Plan/Strategy 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.

7.2.5 The Authority is currently tendering for an IT system for asset accounting and the possibility of this system being used for more widespread asset management has been incorporated into the process.

8 Summary of estimated disposals 2021-2025

8.1 Projected Capital Receipts

8.1.1 Due to the impact of Covid 19 and Brexit 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 (ends in the financial year 2024/25), 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:-

Anticipated Capital Receipts	2021/22	2022/23	2023/24	2024/25
	£000s	£000s	£000s	£000s
Sale of Assets	0	0	0	0
Right to buy/VAT Shelter*	900	900	900	900
Total	**900**	**900**	**900**	**900**

* Agreement ceases March 2025

8.1.2 As there is currently not a need to enter into external borrowing until 2023/24, 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 1.1%, as such an increase in receipts of £1m would be expected to generate a £11,000 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.

Capital Expenditure	2020/21 Estimate £000	2021/22 Estimate £000	2022/23 Estimate £000	2023/24 Estimate £000's	2024/25 Estimate £000's
Capital Expenditure	**21,347**	**40,795**	**17,719**	**15,413**	**21,238**
Slippage and Underspends	(4,229)	(4,215)	1,450	(475)	602
Total Capital Expenditure *	17,117	36,581	19,169	14,938	21,840
Financed by:					
Capital Receipts *	3,623	900	900	900	900
Capital Grants & Contributions	12,600	21,887	10,489	4,565	3,624
Revenue Provisions	894	3,729	37	57	55
Net financing need for the year	**0**	**10,064**	**7,743**	**9,415**	**17,261**

* Includes Multi-Function Devices finance lease

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 5.58%. For the period 2021-25, 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
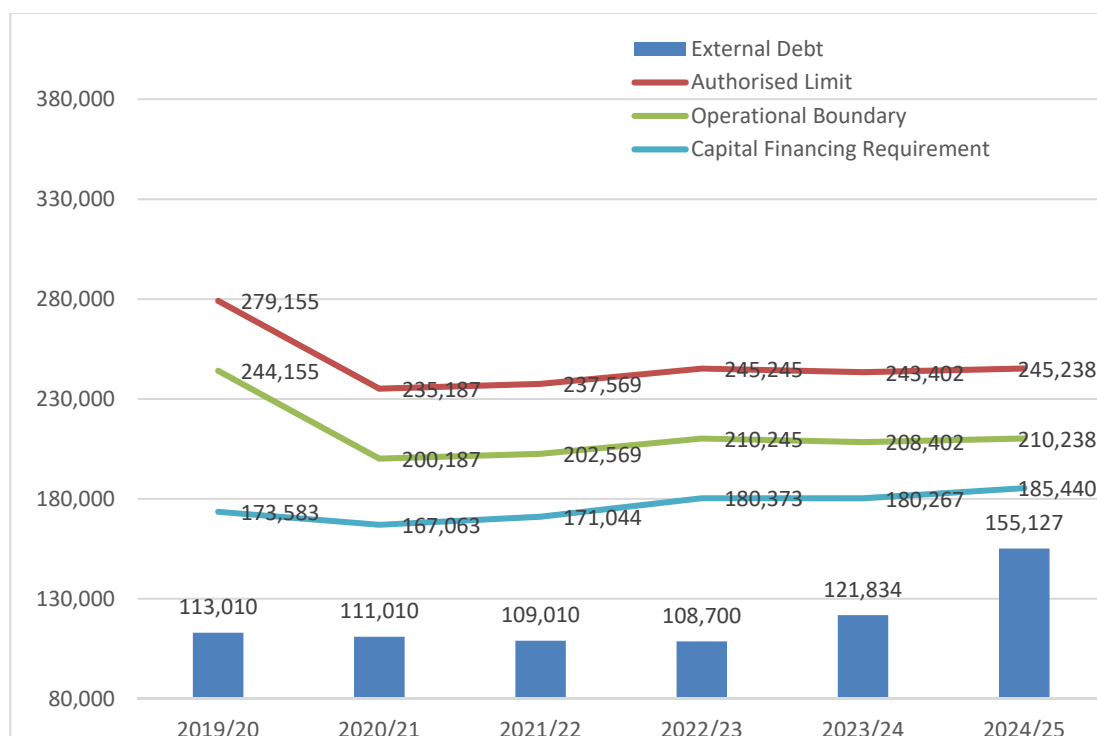
8.2.3 The Table below shows the maturity structure of current external debt

	Actual November 2020	Value £'000
less than 1 year	3.54%	4,000
1 to 2 years	0.00%	-
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
Total	**100.00%**	**113,010**

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 allocated grants being utilised to fund the budgeted proposed capital programme over the planning period:

Grants	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s	*2024/25* £000s
Heritage Lottery Fund	2,731	1,008	0	0	0
Transport for London LIP (**earmarked**) Capital *	2,134	2,458	1,300	1,300	1,300
Total: E&R	**4,865**	**4,463**	**1,300**	**1,300**	**1,300**
School Condition (non-ringfenced)*	2,805	1,900	1,900	1,900	1,900
Special Provision Grant	491	0	0	0	0
Total CSF	**3,297**	**1,900**	**1,900**	**1,900**	**1,900**
Devolved Formula Capital (Earmarked)	350	TBA	TBA	TBA	TBA
TOTAL: CSF*	**3,646**	**1,900**	**1,900**	**1,900**	**1,900**
Disabled Facilities Grant Allocation	1,452	TBA	TBA	TBA	TBA
Total Grant Funding *	**9,963**	**6,363**	**3,200**	**3,200**	**3,200**

* School Condition estimated from 2021-22 and TfL is a mixture of estimated and confirmed funding in 2021-22 and estimated 2022-23 onwards

9.2 Summary of Contributions

9.2.1 The Table below summarises the budgeted contributions being utilised to fund the proposed capital programme over the planning period:

Budgeted Capital Contributions	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s
Strategic Community Infrastructure Levy	4,402	12,580	940	100	0
Neighbourhood Community Infrastructure Levy	698	782	0	0	0
Section 106 Agreements	460	93	1,483	145	0
Clarion Contributions to fund CPOs	0	4,801	2,422	0	0
Total Used to Fund the Programme	**5,560**	**18,256**	**4,845**	**245**	**0**

9.2.2 In accordance with the Community Infrastructure Levy (CIL) Regulations the Authority is required to provide an Annual Infrastructure Funding Statement which provides analysis of income and expenditure in relation to CIL and Section 106

10 Summary of Total Resources 2021-25:

10.1 Summary

10.1.1 The total anticipated resourcing of the capital programme after allowing for slippage is summarised in the following table:-

	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s
Grant & Contributions *	21,887	10,489	4,565	3,624
Council Funding	14,693	8,679	10,374	18,217
Total	**36,581**	**19,169**	**14,938**	**21,840**

* This table shows the grants and contributions applied to fund the programme after 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 2025 to 2030. Additional detail is provided as Annex 5:

Department	Indicative Budget 2025-26	Indicative Budget 2026-27	Indicative Budget 2027-28	Indicative Budget 2028-29	Indicative Budget 2029-30
Corporate Services	4,186	9,089	3,280	7,880	3,830
Community and Housing*	630	280	420	280	280
Children, Schools and Families	1,900	1,900	1,900	1,900	1,900
Environment and Regeneration*	7,962	3,999	3,964	3,964	4,364
Total	**14,678**	**15,268**	**9,564**	**14,024**	**10,374**

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

10.1.4 For every £1 million capital expenditure that is funded by external borrowing it is estimated that there will be annual revenue debt charges of between £219k for assets with a life of 5 years to £39k for an asset life of 50 years.

10.1.5 The Table below shows the impact of the indicative programme 2024-30 on the Authority's debt:
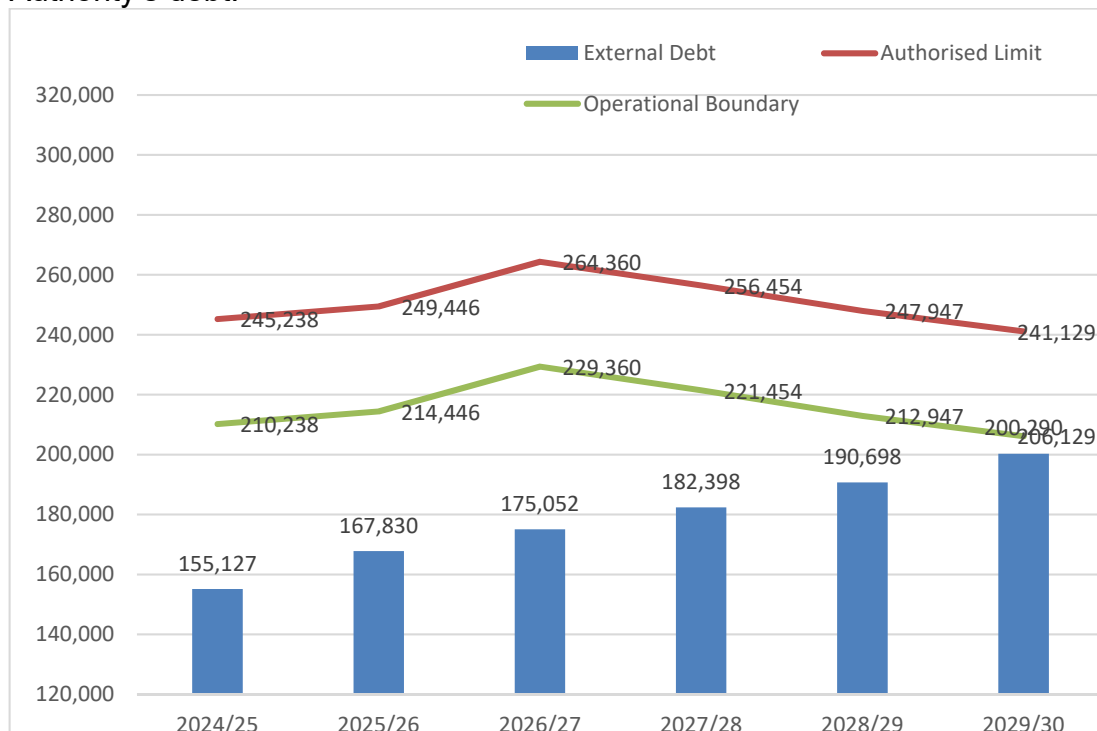
11 Capital Bids and Prioritisation Criteria

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, there were no revisions put forward over the period 2021-25, other than those funded by CIL with only re-profiling and £1.3m indicative TfL funded budget was added.

Department	Proposed Budget 2021-22	Proposed Budget 2022-23	Proposed Budget 2023-24	Proposed Budget 2024-25
Corporate Services	0	0	(10,129)	10,129
Community and Housing	0	0	0	0
Children, Schools and Families	0	0	0	0
Environment and Regeneration	0	0	0	1,300
Total	**0**	**0**	**(10,129)**	**11,429**

12   Detailed Capital Programme 2021-25

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.

12.1.2 The Authority is currently progressing ways to optimise the move towards remote working and the benefits this can bring in terms of property holding and information technology. These plans need to dovetail with the need to maintain staff wellbeing and their training and development.

12.2   Children, Schools and Families

12.2.1 CSF Capital Programme 2021-25

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.

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.

12.2.2 Primary schools

The borough has a total of 44 state funded primary schools. Between 2008 and 2015, there was an exceptional increase in demand for primary school places and in 2017/18 there were more pupils in Merton primary schools for more than a generation. For the following years there was a continued drop in demand for reception year places and the current forecast shows a continuing trend of moderate falls. In 2018/19, 6 primary schools had more than 25% surplus against their physical capacity. No further primary school expansion is planned.

12.2.3 Secondary school places

The substantial increase in primary school places between 2008 and 2015 is now flowing into the secondary schools, with the most substantial rise in demand for year 7 places coinciding with the opening of Harris Academy Wimbledon in September 2018. At the same time, between 2010 and 2015 a number of popular schools close to Merton's borders increased their capacity, which led to the Merton year 6 to Merton year 7 transfer rate falling by some 15%. 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.

12.2.4 Special school places

The council caters for pupils with Special Educational Needs (SEN) through mainstream schools, specialist provision within mainstream schools (referred to as additional resourced provision), special schools, and the use of independent provision. Currently, there are 10 schools in the borough which are either special schools or offer specialist provision for SEN.

The growth in demand for SEN placements has received national attention, and the issue is significant in Merton. There has been a 64% increase in the demand for SEN places between 2015 - 2019 and the Table below shows this growth is forecast to continue to 2024.

Tier	2019-20	2020-21	2021-22	2022-23	2023-24
Pre-school	50	55	60	65	70
Primary (% of population)	840	940	980	1,010	1,040
Secondary (7-11) (% of population)	665	710	770	815	860
Secondary 12+	296	316	336	346	356
Total post 19	166	196	221	231	241
Total All	2,017	2,217	2,367	2,467	2,567
Year on Year Increase		200	150	100	100

Source: Merton Children, Schools and Families

Although the Authority has been expanding school places, SEN places are currently full. The council is therefore reliant on independent schools, which is continuing to increase the overall SEN costs. To respond to this forecast continued growth, the council has completed capital projects to expand Cricket Green School by 64 places, and Perseid School by 19 places. The expansion of Melrose School (for children with SEMH – Social, Emotional and Mental Health) by 38 places is under construction during the 2021/22 financial year.

The capital programme also provides provision for the following planned projects:

- New ASD school provision (90 places)
- Expansion of Medical PRU - Melbury College (up to 40 extra places)
- Additional Resources provision within mainstream school

12.2.5 Early Years/Childcare

Children under the age of 5 may require early years childcare. The council has a statutory duty under Section 6 of the Childcare Act 2006 to work in partnership with childcare providers to influence childcare provision, as far as is practicable, to ensure that there is sufficient childcare.

In total there are 14,630 children under the age of five living in Merton. This total is projected to decline slightly over the next 5 years, before then increasing again over the 5-15 year period (Merton BPO, 2020). While the total number of children under the age of 5 will have grown in total by approximately 1,311 by 2036, they will represent 6.6% of the total Merton population, compared with 6.9% today.

12.2.6 Tertiary and Adult Sector

The council has no statutory obligation to provide tertiary education, however there are a small number of tertiary education facilities in the borough, providing higher level learning through adult education courses, apprenticeships and workforce training. These facilities are South Thames College (Merton Campus) and Wimbledon College of Arts; and Merton Adult Education. The council is supportive of apprenticeships for local people in Merton, collaborating with other neighbouring boroughs through the South London Partnership to support local employment.

12.3 Environment and Regeneration

12.3.1 This department provides a co-ordinated approach to:

  a) managing the public realm (all borough areas to which the public has access),

  b) regeneration of our town centres and neighbourhoods,

  c) transport and healthy streets (Local Improvement Plan),

  d) Parks, sport, leisure and recreation,

  e) utilities and digital infrastructure, and

  f) community safety

12.3.2 The individual projects for this department are all listed in Annex 3. 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.

12.3.3 The Authority sets out its 15 year plan for the future development of the local area in the Local Plan. It guides decisions on whether or not planning applications can be granted. The plan itself is informed by key studies commissioned into the local area and various activity strategies/plans which prioritise areas for development. These priorities are reflected appropriately in the capital programme.

12.3.4 Merton is an outer London borough with a current population of 209,471, projected to increase to 221,981 in 2030 and 228,590 in 2035 (BPO projections dated Nov 2020). Over the next 15 years it is projected that the number of residents aged over 65 across Merton is projected to increase by a minimum of 46%. The population aged 85 and over is projected to increase by an even greater proportion, 52%. Emerging local research supports the increasing need identified in the new London Plan (Intend to Publish 2019) for housing designed for older people, including sheltered and extra-care. Merton's current new homes target (December 20) is 918 homes annually.

12.3.5 The council declared a Climate Emergency on 10 July 2019 and adopted the 2020 Climate Change Strategy and Action Plan on 18 November 2020. The Action Plan sets a vision for Merton to be a low carbon borough and identifies a number of actions for how the vision can be achieved. The plan identifies that 81% of the boroughs emissions currently comes from buildings and energy and that low carbon alternatives will need to be adopted going forward in order to meet the council's targets. While these are long term plans overall, changes will need to start being made over the Local Plan period.

12.3.6 Economic and social recovery from the effects of Covid19 will be a priority for the UK, for London and for Merton for the short to medium term. There are already a variety of predictions as to how Covid19 will change the supply and demand for businesses and jobs. It is not yet known which of these will become a longer term reality and which might fall away as we start to recover from the impacts of the pandemic. This Local Plan continues to plan for space for businesses, jobs, apprenticeships and training in order to boost wages and local employment opportunities within the borough.

12.4   Community and Housing

12.4.1 This department aims to provide residents with the chance to live independent and fulfilling lives, in suitable homes within sustainable communities, with chances to learn, use information, and acquire new skills. The departmental Capital Programme for 2021-25 is detailed in Annex 3. Annual capital allocations are available to meet disabled facility grants and provision is made for one off projects.

12.4.2 The Merton Story (2019) is Merton's Joint Strategic Needs Assessment (JSNA), which sets out the population health and wellbeing needs for the Health and Wellbeing Board. It identifies the following key themes and challenges, which have been derived from the aim of having an overall healthy and safe borough, rich in assets:
a) Inequalities and the health divide;
b) Healthy lifestyles and emotional wellbeing;
c) Child and family, resilience and vulnerability;
d) Increasing complex needs and multi-morbidity; and
e) Hidden harms and emerging issues.

12.4.3 Health in Merton is, in general, better than in London and in England as a whole. Life expectancy is better than in 75% of other local authorities. Overall deprivation is lower than average. The borough is fortunate to have a good range of public and community assets which support good health such as green spaces, schools, libraries and voluntary sector activity. Merton is also well served by public transport, more so in the west of the borough than the east, and has a road and path infrastructure to support cycling and walking. However, cycling rates are lower than some neighboring boroughs. The voluntary and community sector in Merton is very active, with approximately 917 voluntary, community, faith and social enterprise organisations providing a wide range of services and activities for residents across the borough. However, there are significant social inequalities between the eastern and western parts of the borough, related to a range of factors including life expectancy, income and areas of deprivation.

12.5 Overall Programme

12.5.1 The approved Capital Programme for 2021/25 follows at Annex 1, Annex 3 provides an additional breakdown detail of the approved schemes. The summary is as follows:

Department	Revised Budget 2021-22	Revised Budget 2022-23	Revised Budget 2023-24	Indicative Budget 2024-25
Corporate Services	11,205	4,942	5,245	13,734
Community and Housing	1,132	2,450	752	280
Children, Schools and Families	9,050	1,900	1,900	1,900
Environment and Regeneration	19,408	8,427	7,516	5,324
Total	**40,795**	**17,719**	**15,413**	**21,238**

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 2020/21 is approved, the 2021/22 Capital Programme will be adjusted accordingly.

12.5.4 Annex 1   Capital Investment Programme - Schemes for Approval

Annex 2   Funding the Capital Programme 2021-25

Annex 3   Detailed Capital Programme 2021-25

Annex 4   Analysis of Growth/(Reduction) from current approved programme

Annex 5   Indicative Capital Programme 2025-30

Annex 6   Capital Investment Strategy

Capital Investment Programme - Schemes for Approval   Annex 1

Department	Proposed Budget 2021-22	Proposed Budget 2022-23	Proposed Budget 2023-24	Proposed Budget 2024-25
Corporate Services	11,205	4,942	5,245	13,734
Community and Housing	1,132	2,450	752	280
Children, Schools and Families	9,050	1,900	1,900	1,900
Environment and Regeneration	19,408	8,427	7,516	5,324
Total	**40,795**	**17,719**	**15,413**	**21,238**

Department	Proposed Budget 2021-22	Proposed Budget 2022-23	Proposed Budget 2023-24	Proposed Budget 2024-25
Corporate Services				
Customer Policy and Improvement	2,376	0	0	0
Facilities	1,732	1,250	1,675	950
Information Technology	1,836	1,270	2,870	2,055
Resources	0	0	700	0
Corporate	5,261	2,422	0	10,729
Total Corporate Services	**11,205**	**4,942**	**5,245**	**13,734**
Community and Housing				
Adult Social Care	30	0	0	0
Housing	902	2,310	752	280
Libraries	200	140	0	0
Total Community and Housing	**1,132**	**2,450**	**752**	**280**
Children, Schools and Families				
Primary	3,123	1,900	1,900	1,900
Secondary	181	0	0	0
Special	5,511	0	0	0
Other	235	0	0	0
Total Children, Schools and Families	**9,050**	**1,900**	**1,900**	**1,900**
Environmental and Regeneration				
Public Protection and Development	2,043	480	0	60
Street Scene and Waste	739	664	324	324
Sustainable Communities	16,626	7,283	7,192	4,940
Total Environmental and Regeneration	**19,408**	**8,427**	**7,516**	**5,324**
Total Capital	**40,795**	**17,719**	**15,413**	**21,238**

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 2020-25   **Annex2**

Merton	Capital Programme £000s	Funded by Merton £000s	Funded by grant and capital contributions £000s
2020/21 Current Budget	**21,361**	**6,432**	**14,928**
Potential Slippage b/f	0	0	0
2020/21 Revised Budget	**21,361**	**6,432**	**14,928**
Potential Slippage c/f	(3,035)	(814)	(2,222)
Potential Underspend not slipped into next year	(1,208)	(1,102)	(106)
Total Spend 2020/21	**17,117**	**4,517**	**12,600**
2021/22 Current Budget	**40,795**	**17,317**	**23,478**
Potential Slippage b/f	3,035	814	2,222
2021/22 Revised Budget	**43,831**	**18,131**	**25,700**
Potential Slippage c/f	(5,519)	(1,871)	(3,648)
Potential Underspend not slipped into next year	(1,731)	(1,565)	(165)
Total Spend 2021/22	**36,581**	**14,693**	**21,887**
2022/23 Current Budget	**17,719**	**8,848**	**8,872**
Potential Slippage b/f	5,519	1,871	3,648
2022/23 Revised Budget	**23,238**	**10,719**	**12,519**
Potential Slippage c/f	(2,643)	(968)	(1,675)
Potential Underspend not slipped into next year	(1,426)	(1,071)	(355)
Total Spend 2022/23	**19,169**	**8,679**	**10,489**
2023/24 Current Budget	**15,413**	**11,718**	**3,695**
Potential Slippage b/f	2,643	968	1,675
2023/24 Revised Budget	**18,056**	**12,687**	**5,370**
Potential Slippage c/f	(1,756)	(1,141)	(615)
Potential Underspend not slipped into next year	(1,362)	(1,172)	(190)
Total Spend 2023/24	**14,938**	**10,374**	**4,565**
2024/25 Current Budget	**21,238**	**18,038**	**3,200**
Potential Slippage b/f	1,756	1,141	615
2024/25 Revised Budget	**22,994**	**19,179**	**3,815**
Potential Slippage c/f	(725)	(628)	(96)
Potential Underspend not slipped into next year	(429)	(334)	(95)
Total Spend 2024/25	**21,840**	**18,217**	**3,624**

Detailed Capital Programme 2021-25   Annex 3

Corporate Services	Scrutiny	Revised Budget 2021-22	Revised Budget 2022-23	Revised Budget 2023-24	Indicative Budget 2024-25
Customer, Policy and Improvement					
Customer Contact Programme	OSC	2,376	0	0	0
Facilities Management					
Other Buildings - Capital Building Works	OSC	650	650	650	650
Replacement Boilers	OSC	469	0	0	0
Civic Centre Lightning Upgrade	OSC	0	300	0	0
Combined Heat and Power (CHP) System Replacement	OSC	0	0	450	0
Absorption Chiller Replacement	OSC	0	0	275	0
Civic Centre Cycle Parking	OSC	60	0	0	0
Invest to Save schemes	OSC	498	300	300	300
Photovoltanics & Energy Conserv	OSC	55	0	0	0
Information Technology					
Aligned Assets	OSC	75	0	0	0
Environmental Asset Management	OSC	0	240	0	0
Revenue and Benefits	OSC	400	0	0	0
School Admission System	OSC	0	125	0	0
Planning & Public Protection Sys	OSC	341	0	0	550
Ancillary IT Systems	OSC	50	0	0	0
Youth Justice IT Systems	OSC	100	0	0	100
Replacement SC System	OSC	0	0	2,100	0
Project General	OSC	870	705	770	1,405
Network Switch Upgrade	OSC	0	200	0	0
Resources					
Financial Systems - e5.5 Project	OSC	0	0	700	0
Corporate					
Acquisitions Budget	OSC	0	0	0	6,985
Capital Bidding Fund	OSC	0	0	0	1,000
Multi-Functioning Device (MFC)	OSC	0	0	0	600
Westminster Coroners Court	OSC	460	0	0	0
Corporate Capital Contingency	OSC	0	0	0	2,144
Compulsory Purchase Order - Clarion	OSC	4,801	2,422	0	0
Total Corporate Services		**11,205**	**4,942**	**5,245**	**13,734**

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 2021-25   **Annex 3**

Community and Housing	**Scrutiny**	**Revised Budget 2021-22**	**Revised Budget 2022-23**	**Revised Budget 2023-24**	**Indicative Budget 2024-25**
Adult Social Care					
Telehealth	HCOP	30	0	0	0
Housing					
Disabled Facilities Grant	SC/HCOP	827	827	607	280
Learning Disability Affordable Housing	SC/HCOP	75	1,483	145	0
Libraries					
West Barnes Library Re-Fit	SC	200	0	0	0
Library Management System	SC	0	140	0	0
Total Community and Housing		**1,132**	**2,450**	**752**	**280**

Children, Schools and Families	**Scrutiny**	**Revised Budget 2021-22**	**Revised Budget 2022-23**	**Revised Budget 2023-24**	**Indicative Budget 2024-25**
Primary					
Hillcross - Schools Capital maintenance	CYP	53	0	0	0
Dundonald School Expansion	CYP	50	0	0	0
Garfield - Schools Capital maintenance	CYP	6	0	0	0
Poplar - Schools Capital maintenance	CYP	5	0	0	0
Wimbledon. Park - Schools Capital maintenance	CYP	40	0	0	0
Abbotsbury - Schools Capital maintenance	CYP	7	0	0	0
Malmesbury - Schools Capital maintenance	CYP	68	0	0	0
Gorringe - Schools Capital maintenance	CYP	50	0	0	0
Liberty - Schools Capital maintenance	CYP	34	0	0	0
Links - Schools Capital maintenance	CYP	160	0	0	0
St Marks - Schools Capital maintenance	CYP	120	0	0	0
Lonesome - Schools Capital maintenance	CYP	7	0	0	0
Sherwood - Schools Capital maintenance	CYP	24	0	0	0
William Morris - Schools Capital maintenance	CYP	28	0	0	0
Unallocated - Schools Capital maintenance	CYP	2,472	1,900	1,900	1,900
Secondary					
Harris Academy Merton - Schools Capital maintenance	CYP	34	0	0	0
Rutlish - Schools Capital maintenance	CYP	12	0	0	0
Harris Academy Wimbledon New School	CYP	136	0	0	0
Special					
Perseid - Schools Capital maintenance	CYP	165	0	0	0
Perseid School Expansion	CYP	22	0	0	0
Melrose School Expansion	CYP	2,122	0	0	0
Secondary Autism Unit	CYP	1,360	0	0	0
Further SEN Provision	CYP	200	0	0	0
Primary ASD base 1-20 places	CYP	18	0	0	0
Melbury College - Schools Capital maintenance	CYP	13	0	0	0
Medical PRU Expansion	CYP	590	0	0	0
New ASD Provision	CYP	1,020	0	0	0
Other					
Bond Road Family Centre Play Equip	CYP	55	0	0	0
Pollards Hill Digital Divide	CYP	180	0	0	0
Total Children, Schools and Families		**9,050**	**1,900**	**1,900**	**1,900**

Detailed Capital Programme 2021-25   Annex 3

Environment and Regeneration	Scrutiny	Revised Budget 2021-22	Revised Budget 2022-23	Revised Budget 2023-24	Indicative Budget 2024-25
Public Protection and Development					
P&D machines for emission-based charging	SC	400	0	0	0
Pay and Display Machines	SC	0	0	0	60
Car Park Upgrades	SC	909	0	0	0
CCTV cameras and infrastructure upgrade	SC	699	480	0	0
Public Protection and Development	SC	35	0	0	0
Street Scene and Waste					
Replacement of Fleet Vehicles	SC	550	300	300	300
Environmental Improvements - Mechanical Street Washer	SC	75	0	0	0
Alley Gating Scheme	SC	24	24	24	24
Street Cleansing Sub Depot	SC	55	0	0	0
Replacement of Fleet Vehicles	SC	35	340	0	0
Sustainable Communities					
Street Tree Programme	SC	60	60	60	60
New street tree planting programme	SC	50	0	0	0
Street Lighting Replacement Programme	SC	290	290	290	290
Active Travel Fund	SC	150	0	0	0
Traffic Schemes	SC	150	150	150	150
Surface Water Drainage	SC	60	60	60	60
Repairs to Footways	SC	1,000	1,000	1,000	1,000
Maintain AntiSkid and Coloured Surface	SC	85	70	70	70
Borough Roads Maintenance	SC	1,200	1,200	1,200	1,200
Highways bridges & structures	SC	884	260	260	260
Bishopsford Bridge	SC	1,202	0	0	0
Cycle and Roadway Works around Bishopsford Bridge	SC	130	0	0	0
Residential Secure Cycle Storage	SC	30	0	0	0
Culverts Upgrade	SC	508	0	0	0
ANPR Cameras Supporting Enforcement of School Streets	SC	486	0	0	0
Street Lighting Wimbledon	SC	670	0	0	0
Cycle Lane Works Plough Lane	SC	200	0	0	0
Unallocated TfL	SC	1,300	1,300	1,300	1,300
Regeneration - Canons - Parks for People	SC	697	0	0	0
Haydons Road Public Realm Improvements	SC	350	0	0	0
Crowded Places-Hostile Vehicle	SC	180	0	0	0
Wimbledon Public Realm Implementation	SC	500	500	0	0
Crown Creative Knowledge Exchange	SC	150	0	0	0
Morden Town Centre Improvements	SC	300	0	0	0
Morden TC Regeneration Match Funding	SC	2,190	1,608	2,152	0
Haydons Road Shop Front Improvement	SC	482	0	0	0
42 Graham Road	SC	50	0	0	0
Lost Rivers Repairs	SC	100	100	100	0
Wimbledon Park Lake Reservoir Safety	SC	1,157	0	0	0
Leisure Centre Plant & Machine	SC	410	250	250	250
Parks Investment	SC	363	300	300	300
Parks - Canons - Parks for People	SC	311	0	0	0
Morely Park Enhancements	SC	18	0	0	0
Resurface Tennis Courts (Wimbledon Park)	SC	150	0	0	0
Morden Rec Hockey Pitch	SC	135	0	0	0
New interactive water play feature at Wimbledon Park	SC	226	0	0	0
Wimbledon Park Surfacing of top entrance car park (OPTION 2)	SC	40	0	0	0
Paddling Pools (borough wide) OPTION 1	SC	135	135	0	0
Paddling Pools (borough wide) OPTION 2	SC	226	0	0	0
Total Environmental and Regeneration		**19,408**	**8,427**	**7,516**	**5,324**
Total Capital		**40,795**	**17,719**	**15,413**	**21,238**

Growth/(Reductions) against Approved Programme 2021-24 and Indicative Programme 2024-25

Department	Proposed Budget 2021-22	Proposed Budget 2022-23	Proposed Budget 2023-24	Proposed Budget 2024-25
Corporate Services	0	0	(10,129)	10,129
Community and Housing	0	0	0	0
Children, Schools and Families	0	0	0	0
Environment and Regeneration	0	0	0	1,300
Total	**0**	**0**	**(10,129)**	**11,429**

Department	Proposed Budget 2021-22	Proposed Budget 2022-23	Proposed Budget 2023-24	Proposed Budget 2024-25
Corporate Services				
Customer Policy and Improvement	0	0	0	0
Facilities	0	0	0	0
IT Infrastructure	0	0	0	0
Resources	0	0	0	0
Corporate	0	0	(10,129)	10,129
Total Corporate Services	**0**	**0**	**(10,129)**	**10,129**
Community and Housing				
Adult Social Care	0	0	0	0
Housing	0	0	0	0
Libraries	0	0	0	0
Total Community and Housing	**0**	**0**	**0**	**0**
Children, Schools and Families				
All Sectors	0	0	0	0
Secondary	0	0	0	0
Special	0	0	0	0
Other	0	0	0	0
Total Children, Schools and Families	**0**	**0**	**0**	**0**
Environmental and Regeneration				
Public Protection and Development	0	0	0	0
Street Scene and Waste	0	0	0	0
Sustainable Communities	0	0	0	1,300
Total Environmental and Regeneration	**0**	**0**	**0**	**1,300**
Total Capital	**0**	**0**	**(10,129)**	**11,429**

Indicative Capital Programme 2025-30   Annex 5

Corporate Services		Indicative Budget 2025-26	Indicative Budget 2026-27	Indicative Budget 2027-28	Indicative Budget 2028-29	Indicative Budget 2029-30
Customer, Policy and Improvement						
Customer Contact Programme	OSC	1,000	1,000	1,000	0	0
Facilities Management						
Other Buildings - Capital Building Works	OSC	650	650	650	650	650
Invest to Save schemes	OSC	300	300	300	300	300
Information Technology						
Aligned Assets	OSC	0	0	75	0	0
Environmental Asset Management	OSC	0	0	250	0	0
Revenue and Benefits	OSC	400	0	0	0	0
Capita Housing	OSC	100	0	0	0	0
ePayments Project	OSC	125	0	0	0	0
School Admission System	OSC	125	0	0	0	125
Planning&Public Protection Sys	OSC	0	0	0	0	550
Kofax Scanning	OSC	100	0	0	0	0
Spectrum Spatial Analyst Repla	OSC	200	0	0	0	0
Parking System	OSC	126	0	0	0	0
Ancillary IT Systems	OSC	0	50	0	0	0
Replacement SC System	OSC	0	0	0	2,100	0
Project General	OSC	1,060	970	1,005	770	1,405
Resources						
Financial Systems - e5.5 Project	OSC	0	0	0	0	700
Corporate						
Multi-Functioning Device (MFC)	OSC	0	0	0	600	0
Compulsory Purchase Order - Clarion	OSC	0	6,119	0	3,460	0
Total Corporate Services		**4,186**	**9,089**	**3,280**	**7,880**	**3,830**
Community and Housing		Indicative Budget 2025-26	Indicative Budget 2026-27	Indicative Budget 2027-28	Indicative Budget 2028-29	Indicative Budget 2029-30
Housing						
Disabled Facilities Grant	SC/HCOP	280	280	280	280	280
Libraries						
Library Self Service	SC	350	0	0	0	0
Library Management System	SC	0	0	140	0	0
Total Community and Housing		**630**	**280**	**420**	**280**	**280**
Childrens, Schools and Families		Indicative Budget 2025-26	Indicative Budget 2026-27	Indicative Budget 2027-28	Indicative Budget 2028-29	Indicative Budget 2029-30
Unallocated - Schools Capital maintenance	CYP	1900	1900	1900	1900	1900
Total Children, Schools and Families	**0**	**1,900**	**1,900**	**1,900**	**1,900**	**1,900**

Indicative Capital Programme 2025-30 continued…   **Annex 5**

Environment and Regeneration		Indicative Budget 2025-26	Indicative Budget 2026-27	Indicative Budget 2027-28	Indicative Budget 2028-29	Indicative Budget 2029-30
Public Protection and Development						
Public Protection and Developm	SC	0	35	0	0	0
Street Scene and Waste						
Replacement of Fleet Vehicles	SC	300	300	300	300	300
Alley Gating Scheme	SC	24	24	24	24	24
Waste SLWP IT & Premises	SC	42	0	0	0	0
Replacement of Fleet Vehicles	SC	3,956	0	0	0	340
Sustainable Communities						
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	60	60	60	60	60
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
Total Environmental and Regeneration		**7,962**	**3,999**	**3,964**	**3,964**	**4,304**
Total Capital		**14,678**	**15,268**	**9,564**	**14,024**	**10,374**

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 2021-22 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)   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.

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)   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:

The authority has a loan with MSJCB and should the Authority need to liquidate this loan it 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)   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. Investment in the wholly owned housing company should not only provide a financial return but will increase the Authority's housing provision and investment currently in the east of the borough.

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

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.

A) TREASURY MANAGEMENT STRATEGY STATEMENT- 2021-22

1. INTRODUCTION

1.1 Background

The Council is required to update and approve its policy framework and strategy for treasury management, annually, to reflect the changing market environment, regulation, and the Council's financial position.
The key issues and decisions are:

a) To set the Council's Prudential Indicators for 2021/22 to 2024/25
b) Approve the Minimum Revenue Provision (MRP) policy for 2021/22; and
c) To agree the Treasury Management Strategy for 2021/22.

The Council has adopted the Chartered Institute of Public Finance and Accountancy (CIPFA) definition of Treasury Management, which is:

"The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

This will include the annual investment strategy, containing the parameters of how the investments are to be managed.

1.2 Statutory Requirement

The Local Government Act 2003 (the Act) as amended and supporting regulations, require the Council to 'have regard to'

i. CIPFA Prudential Code
ii. MHCLG, MRP investment guidance
iii. CIPFA TM Code
iv. Capital Strategy (for the full report please refer to council's business plan https://democracy.merton.gov.uk/documents/s21645/Report%20Appendices%20with%20blank.pdf

http://www.legislation.gov.uk/ukpga/2003/26/section/15

The Guidance requires the Council to set out its Treasury strategy for borrowing and to prepare an Annual Investment Strategy.

1.3   Balanced Budget Requirement

Section 33 of the Local Government Finance Act 1992 requires the Council to set a balanced budget. This means that cash raised during the year will meet cash expenditure. Part of the treasury management function is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Cash yet to be used are invested in low risk and good credit quality counterparties or instruments with the consideration first for security, liquidity and yield.

The other main function of treasury management is the funding of the Council's capital plans. These capital plans provide a guide to the long or short-term borrowing need of the Council, essentially the longer term cashflow planning, to ensure that the Council can meet its capital spending obligations. The management of longer term cash may involve arranging long or short dated loans, or using longer term cashflow surpluses.   Subject to S151 Officer's approval, any debt previously drawn may be restructured or repaid to meet the Council's risk or cost objectives.

1.4   Treasury Management Strategy for 2021/22

The strategy for 2021/22 covers two main areas:

1. Capital Programme

- To determine the Council's capital plans and prudential indicators for 2021/22 to 2024/25;

- To approve the Minimum Revenue Provision (MRP) policy.
  The LG Act 2003 require local authorities to set an affordable borrowing limit (http://www.legislation.gov.uk/ukpga/2003/26/section/3).

2. Treasury Management Programme

- To agree the Council's treasury management strategy for 2021/22
- current treasury position as at December 2020;
- treasury indicators which limit the treasury risk and activities of the Council;
- prospects for interest rates;
- borrowing strategy;
- policy on borrowing in advance of need;
- debt rescheduling and early repayment of debt review;
- Annual Investment Strategy and alternative investment instruments (Policy on new lending and borrowing instruments);
- creditworthiness policy;
- Treasury Management Practices (**Appendix 4**);and
- cash flow policy
- the policy on use of external service providers

These elements cover the requirements of the Local Government Act 2003, the CIFPA Prudential Code, the Communities and Local Government (CLG) MRP Guidance, the CIPFA Treasury Management Code and the CLG Investment Guidance.

2. CAPITAL PRUDENTIAL INDICATORS 2021/22 – 2024/25

The Council is required to calculate various indicators for the next three years. The aim of prudential indicators is to ensure that the Council's capital investment plans are affordable, prudent and sustainable. The prudential indicators are calculated for the Medium Term Financial Strategy (MTFS) period. The indicators relate to capital expenditure, external debt and treasury management.

The Council will monitor performance against the indicators and prepare indicators based on the Statement of Accounts (SoA) at year end.

2.1 Capital Expenditure

The Council's capital expenditure plans are fundamental to its treasury management activity. The output of the capital expenditure plans is reflected in prudential indicators, which are designed to provide Council members an overview and confirm the impact of capital expenditure plans.

This indicator is a summary of the Council's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle as reported in the MTFS. Environment and Regeneration figures include projects relating to Public Health programmes however these are fully funded and do not have any MRP implications.

Please find below the capital expenditure forecast.

Capital Forecast	2021/22 Estimate £'000	2022/23 Estimate £'000	2023/24 Estimate £'000	2024/25 Estimate £'000
Corporate Services	10,063	5,453	5,040	13,647
Community & Housing	8,318	2,319	1,771	1,811
Children Schools & Families	954	2,018	873	358
Environment & Regeneration	17,246	9,379	7,254	6,024
Total	**36,581**	**19,169**	**14,938**	**21,840**

The above financing need excludes other long-term liabilities, such as PFI and leasing arrangements which already include borrowing instruments.

The table below shows how the capital expenditure plans are being financed by revenue or capital resources. A shortfall of resources means a borrowing need. The capital programme expenditure figures used in calculating the financing costs have been adjusted for slippage in the programme as at November 2020

Capital Expenditure	2020/21 Estimate £'000	2021/22 Estimate £'000	2022/23 Estimate £'000	2023/24 Estimate £'000	2024/25 Estimate £'000
Capital Budget	21,347	40,795	17,719	15,413	21,238
Slippage*	(4,229)	(4,215)	1,450	(475)	602
Leasing Budgets	(400)	0	0	0	(600)
Total Capital Expenditure	16,717	36,581	19,169	14,938	21,240
Financed by:					
Capital Receipts	3,224	900	900	900	300
Capital Grants & Contributions	12,600	21,887	10,489	4,565	3,624
Capital Reserves	0	0	0	0	0
Revenue Provisions	894	3,729	37	57	55
Other Financing Sources	0	0	0	0	0
Net financing need for the year (a)	0	10,064	7,743	9,415	17,261

* Includes finance lease expenditure table in Treasury Management Strategy excludes this expenditure

2.2 The Council's Borrowing Need (the Capital Financing Requirement)

The second prudential indicator, Capital Financing Requirement (CFR), is the total historical outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. In other words, a measure of the Council's underlying borrowing need. Any capital expenditure above, which has not immediately been paid for, will increase the CFR.

The CFR includes any other long-term liabilities like PFI schemes and finance leases which have been brought onto the balance sheet. Whilst this increases the CFR, and therefore the Council's borrowing requirement, it should be noted that these types of scheme include a borrowing facility and so the Council is not required to separately borrow for these schemes.

The 2020/21 forecast movement in CFR shows a decrease of £6.52 million because it is reduced by the minimum revenue provision with no requirement for additional borrowing to fund projected expenditure.

The current cash flow projection as at December 2020 for 2020/21 year end is an estimated cash balance of £105m (including all short term deposits). The current forecast has been based on assumptions in the MTFS and capital programme spend forecast after slippage.

The 2021/22 forecast capital outturn of £36.6m, 2022/23 of £19.2m, 2023/24 of £14.9m and 2024/25 of £21.2m are based on best estimates which may slip due to unforeseen circumstances and the nature of large projects and the level of grant income. Also, fees and charges for the Council may change. Based on current forecasts the earliest the Council may borrow is in 2022/23 in anticipation for 2023/24. However, the Council can borrow in advance of need if rates are likely to rise and borrowing becomes a lot more advantageous than it would be.

The Council is asked to approve the CFR projections in the following table:

	2019/20 Actual £'000	2020/21 Estimate £'000	2021/22 Estimate £'000	2022/23 Estimate £'000	2023/24 Estimate £'000	2024/25 Estimate £'000
Capital Financing Requirement						
CFR b/f	179,912	173,583	167,063	171,044	180,373	180,267
Total CFR c/f	173,583	167,063	171,044	180,373	180,267	185,440
Movement in CFR	(6,329)	(6,520)	3,980	9,329	(106)	5,173
Movement in CFR represented by						
Net financing need for the year (above)	0	0	10,064	7,743	9,415	17,261
Less Capital MRP/VRP (b)	(4,899)	(4,855)	(4,841)	(5,835)	(6,377)	(7,180)
Less Other MRP/VRP - leasing and PFI	(1,521)	(817)	(695)	(682)	(697)	(2,223)
Less Other MRP/VRP - PFI - Termination	(788)	(844)	(905)	(970)	(1,040)	(1,114)
Less Other financing movements						
Adjustment of PFI Liability	909					
Adjustment of Leasing Liability*	(30)	(4)	357	9,074	(1,407)	(1,570)
Adjustment of MRP						
Movement in CFR	(6,329)	(6,520)	3,980	9,329	(106)	5,173

* Figures include the estimated impact of IFRS 16 plus £0.5 million allowance for operational leases for vehicles (assumed lease length 5 years) and a £5 million cushion for other operational leases (assumed lease length 10 years)

Actual and estimates of the ratio of financing costs to net revenue stream
This indicator identifies the trend in the cost of capital (borrowing and other long-term obligation costs net of investment income) against the net revenue stream. The indicator shows the proportion of the income received from Council tax, Revenue Support Grant (RSG) and National Non-Domestic Rate (NNDR) and some specific grants that is spent on paying the borrowing associated with delivery of capital investment (interest charges of long-term borrowing).

The table below shows the monetary values for the above ratio and includes leasing costs

	2019/20 Actual £'000	2020/21 Estimate £'000	2021/22 Estimate £'000	2022/23 Estimate £'000	2023/24 Estimate £'000	2024/25 Estimate £'000
Net Revenue Financing Costs	**(91)**	**983**	**1,276**	**425**	**(536)**	**(2,949)**
Net Revenue Stream	147,236	161,480	154,354	158,843	163,658	167,048
Ratio of Financing Costs to Net Revenue Stream (Non HRA)	(0.06)%	0.61%	0.83%	0.27%	(0.33)%	(1.77)%

Estimates of the incremental impact of capital investment decisions on council tax

The table below shows the incremental impact of changes in the capital programme (incorporating the effects of changes in treasury forecasts and investment decisions) on the Band D council tax.

	2019/20 Actual £	2020/21 Estimate £	2021/22 Estimate £	2022/23 Estimate £	2023/24 Estimate £	2023/24 Estimate £
Incremental Change in Capital Financing Costs (£000)	(6,569)	1,074	293	(851)	(961)	(2,413)
Council Tax Base	74,952	75,990	74,220	75,360	76,316	76,698
Incremental Impact on Council Tax - Band D (£)	**(87.64)**	**14.14**	**3.94**	**(11.29)**	**(12.59)**	**(31.46)**
Council Tax - Band D (£)	1,227.82	1,276.92	1,340.72	1,367.53	1,394.88	1,422.77

3. **MINIMUM REVENUE PROVISION (MRP) POLICY STATEMENT**

The Council is required to pay off an element of the accumulated General Fund capital spend each year (the CFR) through a revenue charge (the MRP), although it is also allowed to undertake additional voluntary payments if required (voluntary revenue provision - VRP). The Council has not made any provision for VRP in its capital expenditure.

For capital expenditure incurred before 1 April 2008 or by Supported Capital Expenditure, the MRP policy will be the equal annual reduction of 2% of the outstanding debt at 1 April 2017 for the subsequent 50 years. Prior to this date capital expenditure incurred before 1 April 2008 or by Supported Capital Expenditure, the MRP policy followed CLG Guidance (option 1). This provided for an approximate 4% reduction in the borrowing need (CFR) each year. As a consequence of this change in policy the Authority over-provided for its MRP payment in 2017/18 by £1,811,043.

From 1 April 2008 for all unsupported borrowing (including PFI and finance leases) the MRP policy will be based on the contract life Method – CLG regulations (option 3).

This option will be applied for any expenditure capitalised under a capitalisation direction. It should be noted that this option provides for a reduction in the borrowing need over the approximate life of the asset.

The Council is required to have regard for the Local Government Involvement in Health Act 2007.This amended the Local Government Act 2003 enabling the Secretary of State to issue guidance on accounting practices and thus on MRP. Also, the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 (as amended) specifies that "A local authority shall determine for the current financial year an amount of minimum revenue provision which it considers to be prudent". Any MRP implications on how the Council will pay for unfinanced capital assets through revenue will be included in the MRP policy. The Table over the page details the basis of the MRP calculation for unfinanced capital expenditure incurred on or after 1 April 2008

The table below details the basis of the MRP calculation for all unfinanced capital expenditure incurred on or after 1 April 2008.

	(Years)
Assets valued over £1m	
Buildings	50
Mechanical & Electrical and External	20
Assets valued under £1m	
Buildings	40
Infrastructure (roads etc)	25
15 Year Asset	15
10 Year Asset	10
Computer software	5
Computer hardware	5
Large vehicles – e.g. buses, RCVs	7
Small vehicles – e.g. cars, vans	5
Other equipment e.g. CCTV	5

MRP years where there is no depreciation equivalent	
Land	50
Equity	20
Revenue Expenditure Funded by capital Under Statute e.g. Redundancy costs	20

4. TREASURY MANAGEMENT STRATEGY

4.1 The Prospects for Interest Rates and Economic Forecasts

The Council has appointed Link Group as its treasury advisor and part of their service is to assist the Council to formulate a view on interest rates. Link provided the following forecasts on 9.2.21. These are forecasts for certainty rates, gilt yields plus 80 bps.

Link Group Interest Rate View	8.2.21												
	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24
BANK RATE	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
3 month ave earnings	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
6 month ave earnings	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
12 month ave earnings	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20
5 yr PWLB	0.90	0.90	0.90	0.90	1.00	1.00	1.10	1.10	1.10	1.20	1.20	1.20	1.20
10 yr PWLB	1.30	1.30	1.30	1.30	1.40	1.40	1.50	1.50	1.50	1.60	1.60	1.60	1.60
25 yr PWLB	1.90	1.90	1.90	1.90	2.00	2.00	2.10	2.10	2.10	2.20	2.20	2.20	2.20
50 yr PWLB	1.70	1.70	1.70	1.70	1.80	1.80	1.90	1.90	1.90	2.00	2.00	2.00	2.00

The coronavirus outbreak has done huge economic damage to the UK and economies around the world. After the Bank of England took emergency action in March to cut Bank Rate to first 0.25%, and then to 0.10%, it subsequently left Bank Rate unchanged at its subsequent meetings, including its last meeting on 4th February 2021, although some forecasters had suggested that a cut into negative territory could happen. However, at that last meeting, we were informed that financial institutions were not prepared for implementing negative rates. The Monetary Policy Committee (MPC), therefore, requested that the Prudential Regulation Authority require financial institutions to prepare for such implementation if, at any time in the future, the MPC may wish to use that as a new monetary policy tool. The MPC made it clear that this did not in any way imply that they were about to use this tool in the near future. As shown in the forecast table above, no increase in Bank Rate is expected in the near-term as it is unlikely that inflation will rise sustainably above 2% during this period so as to warrant increasing Bank Rate.

Gilt yields / PWLB rates

There was much speculation during the second half of 2019 that bond markets were in a bubble which was driving bond prices up and yields down to historically very low levels. The context for that was a heightened expectation that the US could have been heading for a recession in 2020. In addition, there were growing expectations of a downturn in world economic growth, especially due to fears around the impact of the trade war between the US and China, together with inflation generally at low levels in most countries and expected to remain subdued. Combined, these conditions were conducive to very low bond yields. While inflation targeting by the major central banks has been successful over the last 30 years in lowering inflation expectations, the real equilibrium rate for central rates has fallen considerably due to the high level of borrowing by consumers. This means that central banks do not need to raise rates as much now to have a major impact on consumer spending, inflation, etc.

The consequence of this has been the gradual lowering of the overall level of interest rates and bond yields in financial markets over the last 30 years. Over the year prior to the coronavirus crisis, this has seen many bond yields up to 10 years turn negative in the Eurozone. In addition, there has, at times, been an inversion of bond yields in the US whereby 10 year yields have fallen below shorter term yields. In the past, this has been a precursor of a recession. The other side of this coin was that bond prices were elevated as investors would have been expected to be moving out of riskier assets i.e. shares, in anticipation of a downturn in corporate earnings and so selling out of equities.

Gilt yields had, therefore, already been on a generally falling trend up until the coronavirus crisis hit western economies during March 2020. After gilt yields spiked up in March 2020, we have subsequently seen these yields fall sharply to unprecedented lows as investors panicked during March in selling shares in anticipation of impending recessions in western economies, and moved cash into safe haven assets i.e. government bonds. However, major western central banks took rapid action to deal with excessive stress in financial markets during March, and started massive quantitative easing purchases of government bonds: this also acted to put downward pressure on government bond yields at a time when there has been a huge and quick expansion of government expenditure financed by issuing government bonds. Such unprecedented levels of issuance in "normal" times would have caused bond yields to rise sharply. Gilt yields and PWLB rates have been at remarkably low rates so far during 2020/21.

As the interest forecast table for PWLB certainty rates above shows, there is expected to be little upward movement in PWLB rates over the next two years as government bond yields of major countries around the world are expected to rise little during this time in an environment where central bank rates are also expected to remain low for some years; this is the result of a change of inflation targeting policy of central banks to one based on average inflation over a number of years, (see appendix 5.3 for further explanation). From time to time, gilt yields, and therefore PWLB rates, can be subject to exceptional levels of volatility due to geo-political, sovereign debt crisis, emerging market developments and sharp changes in investor sentiment, (as shown on 9th November 2020 when the first results of a successful COVID-19 vaccine trial were announced). Such volatility could occur at any time during the forecast period.

Investment and borrowing rates

- **Investment returns** are likely to remain exceptionally low during 2021/22 with little increase in the following two years.

- **Borrowing interest rates** fell to historically very low rates as a result of the COVID crisis and the quantitative easing operations of the Bank of England: indeed, gilt yields up to 6 years were on negative yields during most of the first half of 20/21. The policy of avoiding new borrowing by running down spare cash balances has served local authorities well over the last few years.

- On 25.11.20, the Chancellor announced the conclusion to the review of margins over gilt yields for PWLB rates; the standard and certainty margins were reduced by 1% but a prohibition was introduced to deny access to borrowing from the PWLB for any local authority which had purchase of assets for yield in its three year capital programme. The new margins over gilt yields are as follows: -.

    - ✓ As a condition to access PWLB, LAs asked to submit high level description of capital spending for 3 years.
    - ✓ Finance Director of LA to confirm no intention to buy investment assets primarily for yield any time in next 3 years

    - ✓ The PWLB will not lend to an LA that plans to buy investment assets primarily for yield anywhere in their capital plans, regardless of whether the transaction would notionally be financed from a source other than the PWLB.

  - **PWLB Standard Rate** is gilt plus 200 basis points (G+200bps)

  - **PWLB Certainty Rate** is gilt plus 180 basis points (G+180bps)

  - **Local Infrastructure Rate** is gilt plus 60bps (G+60bps)

4.2 Borrowing Strategy

Current Borrowing Portfolio Position

The following table shows the CFR as at December 2020 against the gross debt position of the Council. The gross debt includes other long-term liabilities like PFI and finance lease obligations. Gross debt should not exceed CFR in the medium to long-term.

Narrative	2020/21 Estimate £000s	2021/22 Estimate £000s	2022/23 Estimate £000s	2023/24 Estimate £000s	2024/25 Estimate £000s
External Debt at 1 April	113,010	111,010	109,010	108,700	121,834
Expected change in Debt (repayment and new debt)	(2,000)	(2,000)	(310)	13,134	33,292
Closing External Debt	111,010	109,010	108,700	121,834	155,127
Closing Balance PFI	16,704	16,010	15,328	14,630	12,407
Closing Partial termination Balance PFI	10,920	10,015	9,045	8,005	6,891
Total PFI	27,624	26,025	24,373	22,635	19,298
Closing Balance Finance Leases	787	1,144	10,217	8,811	7,240
Actual Gross Debt at 31 March	139,421	136,178	143,290	153,280	181,665
Capital Financing Requirement (CFR)	167,063	171,044	180,373	180,267	185,440
(Under)/over Borrowing	(27,642)	(34,865)	(37,083)	(26,987)	(3,775)

* Figures include the estimated impact of IFRS 16 plus £0.5 million allowance for operational leases for vehicles (assumed lease length 5 years) and a £5 million cushion for other operational leases (assumed lease length 10 years)

The table contained in section 4.2 shows the CFR forecast for 2020/21 to 2024/25. The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as investment returns are low and counterparty risk is still an issue that needs to be considered.

Against this background and the risks within the economic forecast, caution will be adopted with the 2021/22 treasury operations. The Director of Corporate Services will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:

PFI and finance lease portion of the CFR will not be funded by additional loan. Capital forecasts relating to 2021/22, 2022/23, 2023/24 and 2024/25 are very much subject to change at this stage.

The Council's decision to use internal borrowing is prudent as it eliminates the revenue cost of carry as investment returns remain low, there is sometimes slippage on capital programme budgets and counterparty risks remain to a degree. The Council can fund its entire borrowing requirement now if this is affordable. In which case, borrowing will be up to CFR.

The borrowing strategy to temporarily finance its capital programme, led the Council to consider setting a minimum amount of projected liquid cash of £10m. This means that cash outflows for capital purposes would primarily be met from cash investments until £10m was reached, and only at that point, would external borrowing be undertaken. However, if interest rates are advantageous for long-term loans, then the Council will borrow in advance of need or where interest rates are expected to rise significantly and quickly.

The Council will continue to review, throughout the year, its options around higher and lower levels of cash-backed balances.

4.3 Treasury Indicators: Limits to Borrowing Activity

Operational Boundary - this is the limit beyond which external borrowing is not normally expected to exceed. (The most likely prudent view, not the worst case scenario. Maximum level of external debt projected – Cipfa)

Operational Boundary	2020/21 Estimate £000s	2021/22 Estimate £000s	2022/23 Estimate £000s	2023/24 Estimate £000s	2024/25 Estimate £000s
Capital Financing Requirement	167,063	171,044	180,373	180,267	185,440
Other Long Term Liabilities	33,124	31,525	29,873	28,135	24,798
Operational Boundary	200,187	202,569	210,246	208,402	210,238

Authorised Limit for External Borrowing

This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. It represents a limit beyond which external borrowing must not go over in the 3 years, and this limit when set is to be revised annually by Council. It reflects the level of external borrowing which, while not desired, could be afforded in the short-term, but is not sustainable in the longer term. (The operational boundary, plus headroom for unusual cash movements – CIPFA)

The Council is asked to approve the following authorised limit:

	2020/21 Estimate £000s	2021/22 Estimate £000s	2022/23 Estimate £000s	2023/24 Estimate £000s	2024/25 Estimate £000s
Capital Financing Requirement	197,063	201,044	210,373	210,267	215,440
Other Long Term Liabilities	38,124	36,525	34,873	33,135	29,798
Authorised Limit	235,187	237,569	245,246	243,402	245,238

Members are required to note that these authorised limits show the gross maximum borrowing for the year and, in year regulatory accounting changes which may affect the level of debt in the balance sheet as well as allow for any potential overdraft position and short-term borrowing for cashflow purposes. All of which will be counted against the overall borrowing. The authorised limit also provides headroom for any debt rescheduling which may occur during the year and any borrowing in advance of need.

4.4 Treasury Management Limits on Activity

The table below shows the debt related treasury activity limits.

Members are asked to note that the maturity structure guidance changed in The Prudential Code 2017 guidance notes for Lenders Option Borrowers Option (LOBO) Loans, the maturity dates is now deemed to be the next call date. The maturity of borrowing should be determined by reference to the earliest date on which the lender can require payment.

	Maturity Structure of borrowing 2020/21			
	Actual November 2020	Lower	Upper	Value £'000
less than 1 year	3.54%	0%	60%	4,000
1 to 2 years	0.00%	0%	60%	-
2 years to 5 years	23.45%	0%	60%	26,510
5 years to 10 years	3.98%	0%	80%	4,500
10 years to 20 years	11.06%	0%	100%	12,500
20 years to 30 years	11.95%	0%	100%	13,500
30 years to 40 years	28.32%	0%	100%	32,000
40 years to 50 years	17.70%	0%	100%	20,000
Total	**100.00%**			**113,010**

As interest rates begin to rise, it may be beneficial for the Council to go into some variable rate investments to avoid being locked into long-term investments at low rates in a period of rising interest rates or shorter duration borrowing to gain advantage of low rates.
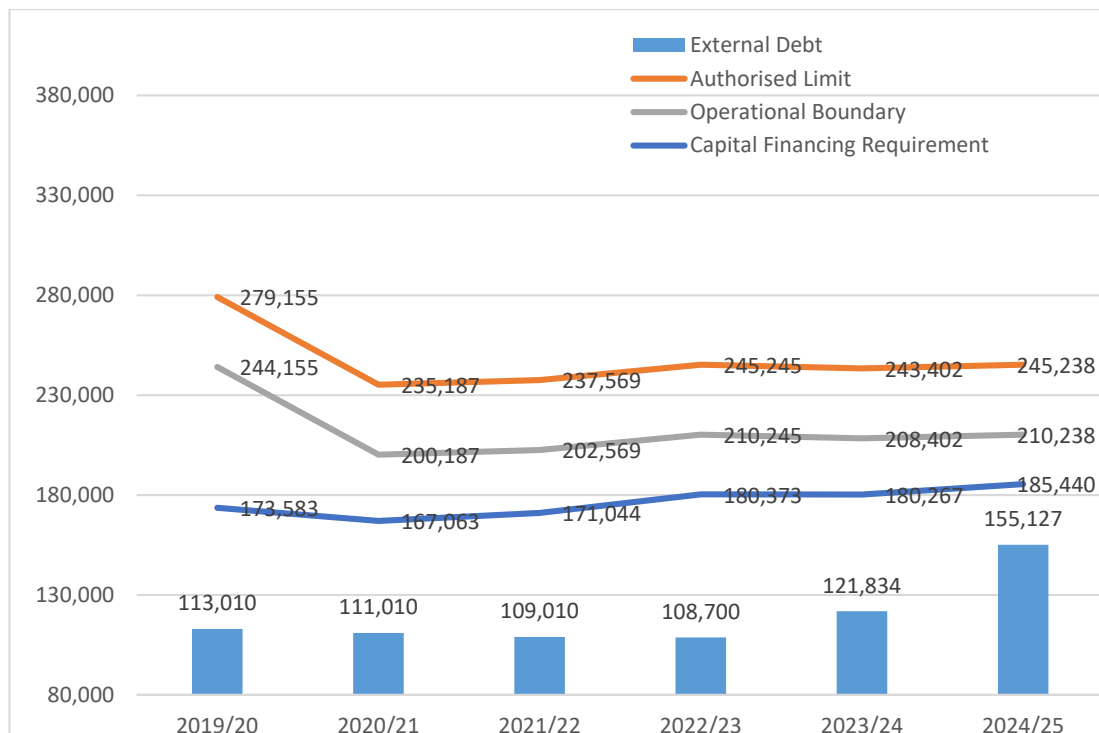
4.5   Interest rate exposure is mitigated as much as possible by keeping up with publications and notifications the Local Authority receives on a regular basis.

The table below shows the Limits on the Maturity Structure of Borrowing

Local Indicators

In setting the indicators below, the Council has taken into consideration investment risks and returns.

The table below shows target borrowing and investment rates

	2020/21 Estimate %	2021/22 Estimate %	2022/23 Estimate %	2023/24 Estimate %	2024/25 Estimate %
Average Investment Target Return	0.95%	0.20%	0.20%	0.25%	0.30%
Average Investment Target – Property Fund	4.0%	4.0%	4.0%	4.0%	3.40%
Long Term Borrowing Target • Current Portfolio	5.58%	5.50%	5.50%	5.50%	5.50%

The average investment target return above is based on the expected target return for the stated periods.

4.6   Policy on Borrowing in Advance of Need

London Borough of Merton will not borrow more than, or in advance of its need, purely in order to profit from the investment of the extra sums borrowed.

Any decision to borrow in advance will be within forward approved CFR estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.

4.7   Debt Rescheduling

On any restructuring of debt, the savings will need to be considered in the light of the current treasury position and the size of the cost of debt repayment (premiums incurred).

The reasons for any rescheduling to take place will include:

- the generation of cash savings and / or discounted cash flow savings;
- helping to fulfil the treasury strategy;
- enhance the balance of the portfolio (amend the maturity profile and/or the balance of volatility).

The likely method of restructuring the debt portfolio will be by new loans from PWLB. Following the consultation on PWLB future lending terms, the rates were reduce by 100bp from 26 November 2020.

The Director of Corporate Services will continue to review and identify any potential for making savings and provide Cabinet with updates when such opportunities arise. Any rescheduling activity will be reported to Cabinet at the earliest meeting following the transaction.

4.8   Borrowing Options

The Council will use a number of borrowing sources. These include the Public Works Loans Board, Market loans, Municipal Bond Agency (MBA), Retail Bonds, Loans from other Local Authorities and temporary loans. It is hoped that borrowing rates from the MBA will be lower than those offered by the PWLB.

4.9   Changes Which May Affect Treasury Management

-    **Future Regulatory Changes to Money Market Fund Valuation**

-    *Proposed Changes to Leasing*

Future changes to accounting for leasing will increase CFR and therefore MRP but there will be compensating adjustments to the cost of services so the overall impact is presentational with no effect on the General Fund. It is anticipated that there may be some impact on both capital and revenue expenditure and the changes will require all leases to be included on the balance sheet and be measured on PV of future lease payments. The new lease standard (IFRS 16) issued in 2015 is not anticipated to be adopted until 2022/23.

-    *Municipal Bond Agency*

It is possible that the Municipal Bond Agency will be offering loans to local authorities in the future. The Agency hopes that the borrowing rates will be lower than those offered by the Public Works Loan Board (PWLB). This Authority may make use of this source of borrowing as and when appropriate.

Environmental, Social and Governance (ESG)
Merton Council declared the Climate emergency policy in July 2019 and aims to become carbon neutral on Council's buildings and services by 2030. When it comes to Treasury management Merton will take ESG issues into consideration when investing cash in the money markets, speaking to potential counterparties about what they offer within the parameters of the Authority's counterparty criteria and the requirement of the MHCLG Investment Guidance to prioritise security, liquidity before yield in that order or importance.

In terms of typical local authority investments there isn't a wide range of products in this area at the moment, although we expect to see more banks and funds providing specific products over the coming years. As this area continues to develop and become more prominent the council will continue to monitor it and make best use of ESG opportunities when they become available.

5.   ANNUAL INVESTMENT STRATEGY

5.1   Investment Policy

London Borough of Merton's investment policy has regard to the MHCLG's Guidance on Local Government Investments ("the Guidance") and the revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code"). The Council's investment priorities will be security first, liquidity second, then return.

5.2   Investment Strategy

In-house funds: Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months).

Obviously Covid-19 has had a significant impact on any interest rate forecasts and will be very difficult to forecast with any certainty. These figures will be constantly reviewed in line with future developments in the fight to rid Covid-19 and the economic climate hopefully returns to some normality. In addition to this the Bank of England base rate reduced sharply, (fell from 0.75% to 0.25% on 11th March 2020 and reduced again to 0.10% on the 19th March) further shaping the dramatic drop in interest rate forecasts seen below.

Investment returns expectations
Bank Rate forecasts for financial year ends (March) are:

Average earnings in each year	Now	Previously
2020/21	0.10%	0.10%
2021/22	0.10%	0.10%
2022/23	0.10%	0.10%
2023/24	0.25%	0.25%
2024/25	0.75%	0.75%
Long term later years	2.00%	2.00%

The suggested budgeted investment earnings rates for returns on investments placed for periods up to about three months during each financial year are as follows:

	Now
2020/21	0.10%
2021/22	0.15%
2022/23	0.30%
2023/24	0.50%
2024/25	0.75%
Later years	2.75%

5.3   Investment Treasury Indicator and Limit - total principal funds invested for greater than 365 days. These limits are set with regard to the Council's liquidity requirements and are based on the availability of funds after each year-end.

	31 Dec 2020 Actual	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate
Estimated Principal sums invested greater than 365 days	£10m	£40m	£40m	£30m	£30m	£30m

In addition to fixed deposits, a number of other financial instruments like Property funds will fall under the category of investments with duration exceeding 365 days. In addition to using money market funds, call accounts and notice accounts, the Council will seek to utilise other liquid and transferable instruments like certificate of deposits and gilts for its cashflow balances.

5.4 Use of Specified and Non-Specified Investments

Investment instruments identified for use in the financial year are as follows:

Specified Investments

These are sterling investments of not more than one-year maturity, or those which could be for a longer period where the Council has the right to be repaid within 12 months if it wishes. These are considered low risk assets where the possibility of loss of principal or investment income is small. These would include sterling investments which would not be defined as capital expenditure by virtue of regulation 25(1)(d) of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 [SI 3146 as amended with:

- The investment is denominated in sterling and any payments or repayments in respect of the investment are payable only in sterling;
- The investment is not a long-term investment;
- The making of the investment is not defined as capital expenditure]; and
- The investment is made with a body or in an investment scheme of high credit quality or with one of the following public-sector bodies:
    - ✓ The United Kingdom Government;
    - ✓ A local authority in England or Wales (as defined under section 23 of the 2003 Act).

Non-Specified Investments

Non-Specified investments are defined as those not meeting the above criteria and exceeding 365 days in duration. The council currently have no fixed deposits in this category. Authority do have an investment in a Property Fund which has a 5/10 year recommended time horizon.

A local authority may choose to make loans to local enterprises, local charities, wholly owned companies and joint ventures as part of a wider strategy for local economic growth even though those loans may not all be seen as prudent if adopting a narrow definition of prioritising security and liquidity.

Local authorities can make such loans whilst continuing to have regard to this guidance if they can demonstrate in their Strategy that: • Total financial exposure to these type of loans is proportionate;
• They have used an allowed "expected credit loss" model for loans and receivables as set out in International Financial Reporting Standard (IFRS) 9 *Financial Instruments* as adopted by proper practices to measure the credit risk of their loan portfolio;
• They have appropriate credit control arrangements to recover overdue repayments in place; and
• The local authority has formally agreed the total level of loans by type that it is willing to make and their total loan book is within their self-assessed limit.

5.5   Investment Risk Benchmarking

These benchmarks are simple guides to maximum risk, so they may be breached from time to time, depending on movements in interest rates and counterparty criteria. The purpose of the benchmark is that officers will monitor the current and trend position and amend the operational strategy to manage risk as conditions change. Any breach of the benchmarks will be reported, with supporting reasons in the mid-year or Annual Report.

Security - The Council's maximum security risk benchmark for the current portfolio, when compared to these historic default tables, is:

- **0% historic risk of default when compared to the whole portfolio.**

Liquidity – in respect of this area the Council seeks to maintain:

- Bank overdraft - £1m

- Liquid short term deposits of at least £65m available with a week's notice.

Yield – meet or exceed the annual budgeted interest income figure in any given year.

5.6   Risk Management and Creditworthiness Policy

This Council applies the creditworthiness service provided by Link Group. This service employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moody's and Standard and Poor's. The credit ratings of counterparties are supplemented with the following overlays:

- Credit watches and credit outlooks from credit rating agencies;
- CDS spreads to give early warning of likely changes in credit ratings;
- Sovereign ratings to select counterparties from only the most creditworthy countries.

This modelling approach combines credit ratings, credit Watches and credit Outlooks in a weighted scoring system which is then combined with an overlay of CDS spreads for which the end product is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the Council to determine the suggested duration for investments. The Council will therefore use counterparties within the following durational bands:

	Y	Pi1	Pi2	P	B	O	R	G	N/C
	1	1.25	1.5	2	3	4	5	6	7
	Up to 5yrs	Up to 5yrs	Up to 5yrs	Up to 2yrs	Up to 1yr	Up to 1yr	Up to 6mths	Up to 100days	No Colour

	Colour (and long term rating where applicable)	Money Limit	Time Limit
Banks	yellow	£35m	5yrs
Banks	purple	£25m	2 yrs
Banks	orange	£25m	1 yr
Banks – part nationalised	blue	£25m	1 yr
Banks	red	£10m	6 mths
Banks	green	£5m	100 days
Banks	No colour	Not to be used	
Other institutions limit	-	£5m	1yrs
Government (DMADF)		unlimited	6 months
Local authorities	Yellow	£35m	5yrs
	Fund rating	Money Limit	Time Limit
Money market funds (maximum 5 Funds, £20m per Fund)	AAA	£100m	Instant
Ultra-Short Dated Bond funds with a credit score of 1.25	Dark pink / AAA	£25m	Instant
Ultra-Short Dated Bond funds with a credit score of 1.5	Light pink / AAA	£10m	Instant

The Link Asset Services' creditworthiness service uses a wider array of information than just primary ratings. Furthermore, by using a risk weighted scoring system, it does not give undue preponderance to just one agency's ratings.

Typically the minimum credit ratings criteria the Council use will be a Short Term rating (Fitch or equivalents) of F1 and a Long Term rating of A-. There may be occasions when the counterparty ratings from one rating agency are marginally lower than these ratings but may still be used. In these instances consideration will be given to the whole range of ratings available, or other topical market information, to support their use.

All credit ratings will be monitored regularly. The Council is alerted to changes to ratings of all three agencies through its use of the Link Asset Services' creditworthiness service.

- if a downgrade results in the counterparty / investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment will be withdrawn immediately.
- in addition to the use of credit ratings the Council uses other market data on a daily basis via its Passport website, provided exclusively to it by Link Asset Services. Extreme market movements may result in downgrade of an institution or removal from the Council's lending list.

Sole reliance will not be placed on the use of this external service. In addition this Council will also use market data and market information, as well as information on any external support for banks to help support its decision making process.

5.7 Country and Sector Limits

The Council has determined that it will only use approved counterparties from countries with a minimum sovereign credit rating of AA- from Fitch (or equivalent). The list of countries that qualify using this credit criteria as at the date of this report are shown in **Appendix 2**. This list will be added to, or deducted from by officers should ratings change in accordance with this policy.

5.8 Banking Arrangements

The Council's bankers are Lloyds bank. The Council's bank accounts include some school accounts and client bank accounts managed as part of its Appointeeship role for residents that require this support. All schools are responsible for the management of their bank accounts.

From time to time the Council may open bank accounts with other banks for specific reasons, subject to approval by the Director of Corporate Services.

5.9 Lending to Community Organisations, Other Third Parties and RSLs –

 Any loans to or investments in third parties will be made under the Well Being powers of the Council conferred by section 2 of the Local Government Act 2000 or Localism Act of 2011.

The Well Being power can be exercised for the benefit of some or all of the residents or visitors to a local authority's area. The power may also be used to benefit organisations, schools, local enterprises, local companies or even individuals. Loans of this nature will be under exceptional circumstances and must be approved by Cabinet or the Director of Corporate Services as applicable. Authorisation from the Financial Conduct Authority (FCA) will also be sought where applicable.

Where it is deemed necessary, additional guarantees will be sought. This will be via security against assets and/or through guarantees from a parent company. The Council will also consider other factors like the statutory powers in place, reasonableness of the investment, FCA, objective and revenue earnings for the Council, MRP requirements, accounting issues and categorisation of the expenditure as capital or revenue.

In other instances, the Council may receive soft loans from government agencies.

5.10   Non-Treasury Investment Lending

The Council may be required to make policy investments for the good of its community by lending to local organisations and in some cases schools. Legal agreements are drawn which stipulate the terms of the loan which includes the ability of the organisation to make repayments. The Council may also lend to its wholly owned companies.

6.   Cashflow Management

6.1   CIPFA requires all monies to be under the control of the responsible officer and for cashflow projections to be prepared on a regular and timely basis. Cashflow provides outline of operations. Actuals and forecast are recorded using Logotech systems. At the end of each day the net receipts and payments is either invested or borrowed to ensure that the Council's bank account is kept at a minimum.

Forecasts are based on best estimates which may slip due to unforeseen circumstances and the nature of large projects. Please see Appendix 6 for the cash flow forecast.

6.2   Purchase and Corporate Credit Cards

The use of corporate credit cards like other accounts payable methods carries significant risks. The Director of Corporate Services is responsible for ensuring that the Council has appropriate controls in place to protect the Council's funds.

7.   Policy on the use of External Service Providers

The Council uses Link Asset Services, Treasury solutions as its external treasury management advisors.

The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon the services of our external service providers. All decisions will be undertaken with regards to all available information, including, but not solely, our treasury advisers.

It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.

8.   Training

A key outcome of the recent investigations into Local Authority investments is the need to ensure that all relevant Treasury Management staff receive appropriate training and knowledge in relation to these activities. Training is provided in-house on the job, via CIPFA seminars and training courses, treasury adviser seminars and training courses and sometimes counterparties conduct training. In addition, members of the team attend national forums and practitioner user groups.

9.   Treasury Management Practices

9.1   The 2017 Treasury Management Code reinforces a framework of 12 Treasury Management practices (TMPs), which define the manner in which authorities seek to achieve the policies and objectives outlined in their Treasury Management policy statement. The Council's detailed Treasury Management practices approved in March 2020/21 can be found on the Council's intranet. An updated version is included as **Appendix 4**

10.   Appendices

- Appendix 1 – Policy Investments (Non-Treasury Management Investments)
- Appendix 2 – Approved Countries for Investment
- Appendix 3 – The Treasury Management Role of the S151 Officer
- Appendix 4 – Treasury Management Practices 2021/2022
- Appendix 5– Glossary of Treasury Management Terms
- Appendix 6 – Cashflow Forecast

11.   Background Papers

- CIPFA Prudential Code for Capital Finance in Local Authorities 2018 Edition
- CIPFA Treasury Management in the Public Sector 2018 Edition
- 2018/19 Treasury Management Strategy report
- The Guide to Local Government Finance (2018 Edition) Module 4: Treasury Management
- CIPFA Practical Considerations in Using Financial Instruments to Manage Risk in the Public Sector
- London Borough of Merton Capital Strategy 2020/24
- TM Code of Practice
- MHCLG Investment Guidance
- MHCLG MRP Guidance
- External auditor opinion on MRP provision
- Prudential Property Investment – Draft CIPFA Guidance on the Application of the Prudential Framework June 2019

APPENDIX 1 – Policy Investments (Non-Treasury Management Investments)

Type	Duration	
Joint Development Companies	One month to 10 years	Subject to specific terms
Loans to Registered Landlords	One month to 5 years	Subject to specific terms
Loans to wholly owned companies	One month to 30 years	Subject to specific terms
Loan to any other type of organisation	One month to 10 years	Subject to specific terms

APPENDIX 2 - APPROVED COUNTRIES FOR INVESTMENTS (as at 03/01/2020)

This list is based on those countries which have sovereign ratings of AA- or higher, (we show the lowest rating from Fitch, Moody's and S&P) and also, (except - at the time of writing - for Hong Kong, Norway and Luxembourg), have banks operating in sterling markets which have credit ratings of green or above in the Link Asset Services credit worthiness service.

Based on lowest available rating

AAA
- Australia
- Canada
- Denmark
- Germany
- Luxembourg
- Netherlands
- Norway
- Singapore
- Sweden
- Switzerland

AA+
- Finland
- U.S.A.

AA
- Abu Dhabi (UAE)
- Hong Kong
- France
- U.K.

AA-
- Belgium
- Qatar

APPENDIX 3

(i) Full Council
- receiving and reviewing reports on treasury management policies, practices and activities;
- approval of annual strategy.
- approval of/amendments to the organisation's adopted clauses, treasury management policy statement and treasury management practices;
- budget consideration and approval;
- approval of the division of responsibilities;
- Receiving and reviewing regular monitoring and acting on recommendation

(ii) The S151 Officer (Director of Corporate Services)
- recommending clauses, Treasury Management policy / practices for approval, reviewing the same regularly, and monitoring compliance;
- submitting regular Treasury Management policy reports;
- submitting budgets and budget variations;
- receiving and reviewing management information reports;
- reviewing the performance of the Treasury Management function;
- ensuring the adequacy of Treasury Management resources and skills, and the effective division of responsibilities within the Treasury Management function;
- ensuring the adequacy of internal audit, and liaising with external audit;
- recommending the appointment of Treasury Management external service providers.
- Approval of appropriate money market funds for the Council to invest in.

APPENDIX 4

LONDON BOROUGH OF MERTON
TREASURY MANAGEMENT PRACTICES 2021/22

TMP 1: RISK MANAGEMENT

The Director of Corporate Services – the responsible officer will implement and monitor all arrangements for the identification, management and control of treasury management risk, will report at least annually on the adequacy / suitability thereof, and will report, as a matter of urgency, the circumstances of any actual or likely difficulty in achieving the organisation's objectives in this respect, all in accordance with the procedures set out in TMP6 Reporting requirements and management information arrangements. In respect of each of the following risks, the arrangements which seek to ensure compliance with these objectives are set out in the schedule to this document.

1.1 Credit and Counterparty Risk Management

The Council regards a key objective of its treasury management activities to be the security of the principal sums it invests. Accordingly, it will ensure that its counterparty lists and limits reflect a prudent attitude towards organisations with which funds may be deposited, and will limit its investment activities to the instruments, methods and techniques referred to in TMP4 Approved Instruments Methods and Techniques and listed in the schedule to this document. It also recognises the need to have, and will therefore maintain, a formal counterparty policy in respect of those organisations from which it may borrow, or with whom it may enter into other financing or derivative arrangements.

Policy on the use of credit risk analysis techniques

- The Council will use credit criteria in order to select creditworthy counterparties for placing investments with.
- Credit ratings will be used as supplied from all three rating agencies - Fitch, Moody's and Standard & Poor's.
- Treasury management consultants will provide regular updates of changes to all ratings relevant to the Council.
- The treasury manager will formulate suitable criteria for assessing and monitoring the credit risk of investment counterparties and shall construct a lending list comprising maturity periods, type, group, sector, country and counterparty limits.

1.2 Liquidity Risk Management

The Council will ensure it has adequate, though not excessive cash resources, borrowing arrangements, overdraft or standby facilities to enable it, at all times, to have the level of funds available to it which are necessary for the achievement of its business/service objectives. The Council will only borrow in advance of need where there is a clear business case for doing so and will only do so for the current capital programme or to finance future debt maturities.

The treasury management team shall seek to minimise the balance held in the Council's main bank accounts at the close of each working day. Borrowing or lending shall be arranged in order to achieve this aim. At the end of each financial day any unexpected surplus funds are transferred to the main bank account.

Bank overdraft arrangements – A £1 million net overdraft at 2% over base rate on debit balances has been agreed as part of the banking services contract. The overdraft is assessed on a group basis for the Council's accounts. Separate facilities are available for the Pension Fund bank account.

a.   Short-term borrowing facilities
        The Council accesses temporary loans through approved brokers on the London money market.

b.   Special payments
        Where an urgent clearing house automated payment system (CHAPS) payment is required, a CHAPS payment request form must be completed and forwarded to the Head of Transactional Services who then checks for correct required signatures and supporting paperwork. Further guidance can be found on the Council's intranet.

c.   Inter account transfer
        From time to time, transactions occur between the Pension Fund and the Council. Reimbursement where necessary is by inter-account transfers between both bank accounts.

1.3   Interest Rate Risk Management and use of Derivatives

The Council will manage its exposure to fluctuations in interest rates with a view to containing its interest costs, or securing its interest revenues, in accordance with the amounts provided in its budgetary arrangements as amended in accordance with TMP6 Reporting requirements and management information arrangements. It will achieve this by the prudent use of its approved financing and investment instruments, methods and techniques, primarily to create stability and certainty of costs and revenues, but at the same time retaining a sufficient degree of flexibility to take advantage of unexpected, potentially advantageous changes in the level or structure of interest rates. This should be the subject to the consideration and, if required, approval of any policy or budgetary implications.

The Council does not use derivatives, the Council's S151 Officer will ensure that any hedging tools such as derivatives are only used for the management of risk and the prudent management of financial affairs and that the policy for the use of derivatives when used will be clearly stated to members. The treasury management strategy has full details of interest rate exposure limits.

Policies concerning the use of instruments for interest rate management.

*   Forward Dealing

    Consideration will be given to dealing for forward periods depending on market conditions. When forward dealing is more than a 365 days' period forward, the approval of the Director of Corporate Services is required.

*   Callable Deposits
    The Council may use callable deposits as part as of its Annual Investment Strategy (AIS). The credit criteria and maximum periods are set out in the Schedule of Specified and Non Specified Investments appended to the AIS.

Policy on Use of Lender's Option Borrower's Option (LOBO) Loans

LOBOs give the lender the option to propose an increase in the interest rate at pre-determined dates, and the borrower, the option to accept the new rate **or** redeem the loan without penalty.

Use of LOBOs is considered as part of the Council's annual borrowing strategy. All long-term borrowing must be approved by the S151 Officer.

1.4   Exchange Rate Risk Management

Occasionally, the Council has to make foreign exchange payments, the Council will manage its exposure to fluctuations in exchange rates so as to minimise any detrimental impact on its budgeted income/expenditure.

1.5   Refinancing Risk Management

The Council will ensure that its borrowing, private financing and partnership arrangements are negotiated, structured and documented, and the maturity profile of the monies raised are managed, with a view to obtaining offer terms at renewal or refinancing, if required, which are competitive and as favourable to the organisation as can reasonably be achieved in the light of market conditions prevailing at the time.

The Council will actively manage the relationships with counterparties in such a manner as to secure the above objective, and will avoid overreliance on any one source of funding if this might jeopardise achievement of the above.

The Council will establish through its Prudential and Treasury Indicators the amount of debt maturing in any year. Any debt rescheduling will be considered when the difference between the refinancing rate and the redemption rate is most advantageous and the situation will be continually monitored in order to take advantage of any perceived anomalies in the yield curve. The reasons for rescheduling include:

a) to generate cash savings at minimum risk;
b) to reduce the average interest rate; and
c) to amend the maturity profile and/or the balance of volatility of the debt portfolio

Any rescheduling will be reported to the Council at the meeting immediately following the action.

1.6   Legal and Regulatory Risk Management

The Council will ensure that all of its treasury management activities comply with its statutory powers and regulatory requirements. It will demonstrate such compliance, if required to do so, to all parties with whom it deals in such activities. In framing its credit and counterparty policy under TMP1 1.1 Credit and Counterparty Risk Management, it will ensure that there is evidence of counterparties powers, authority and compliance in respect of the transactions they may effect with the organisation, particularly with regard to duty of care and fees charged.

The Council recognises that future legislative or regulatory changes may impact on its treasury management activities and, so far as it is reasonably able to do so, will seek to minimise the risk of these impacting adversely on the organisation.
The Council will ensure that its treasury management activities comply fully with legal statute, guidance, Codes of Practice and the regulations of the Council.

The Council's powers to borrow and invest are contained in the Local Government Act 2003, section 12 and Local Government Act 2003, section 1. The treasury management scheme of delegation is contained in the Corporate Services Scheme of Delegation. This document contains the officers who are authorised signatories. The Council's monitoring officer is the Assistant Director Corporate Governance while the S151 Officer is the Director of Corporate Services.

1.7 Fraud, Error and Corruption, and Contingency Management

Treasury tasks are segregated and adequate internal checks have been implemented to minimise risks and fraud. Procedures are documented and staff will not be allowed to take up treasury management activities until they have had proper training and are subject to an adequate and appropriate level of supervision.

Records will be maintained of all treasury management transactions so that there is a full audit trail and evidence of the appropriate checks being carried out. Periodic backups will be made to ensure contingency of systems is available.

Details of Systems and Procedures to be Followed, Including Internet Services

The Council uses Logotech Treasury systems as its treasury management recording tool.

- The Corporate Services Scheme of Delegation sets out the delegation of duties to officers and the Council's constitution details delegated authority of treasury management to the Section 151 Officer.
- All loans and investments are negotiated by the Treasury Manager or other authorised persons.
- All long-term loans must be authorised by the Section 151 Officer.

1.8 Market Risk Management

The Council will seek to ensure that its stated treasury management policies and objectives will not be compromised by adverse market fluctuations in the value of the principal sums it invests, and will accordingly seek to protect it from the effects of such fluctuations. This is controlled mainly by setting limits on investment instruments where the principal value can fluctuate. The limits are detailed in the Treasury Management Strategy

TMP 2: PERFORMANCE MEASUREMENT

2.1 Evaluation and Review of Treasury Management Decisions

Periodic Review During the Financial Year

Monthly and quarterly meetings take place (quarterly with the Treasury consultant) to review the treasury activities, economic factors and discuss the investment options. In addition to this the Director of Corporate Services will hold treasury management review meetings with the Treasury team, periodically or as required to review actual activity against the Treasury Management Strategy Statement (TMSS) and cash flow forecasts.

Annual Review After the end of the Financial Year

Annual Treasury Report will be submitted to the Full Council each year after the close of the financial year.

Comparative Review

Each year or on a quarterly basis, comparative review is undertaken to see how the Council's performance on debt and investments compares to other authorities with similar size portfolios (but allowing for the fact that Prudential and Treasury Indicators are set locally). Such reviews are: -

- CIPFA Treasury Management statistics published each year for the last complete financial year
- CIPFA Benchmarking Club
- Other

2.2   Benchmarks and Calculation Methodology

2.2.1 Debt management

- Average rate on all external debt
- Average rate on external debt borrowed in previous financial year
- Average period to maturity of external debt
- Average period to maturity of new loans in previous year

2.2.2 Investment

The performance of investment earnings will be measured against any of the following benchmarks: In-house benchmark and when necessary other benchmarks such as Bank of England base rate, 7-day LIBID uncompounded, 7-day LIBID compounded weekly, 1-month LIBID and 3-month LIBID compounded quarterly

Performance will also be measured against other local authority funds with similar benchmark and parameters managed by other fund managers using the CIPFA treasury management benchmark service.

2.3   Policy Concerning Methods for Testing Value-for-money in Treasury Management

The process for advertising and awarding contracts will be in-line with the Council's Contract Standing Orders and procurement guidelines.

2.3.1 Money-broking Services
From time to time, the Council will use money-broking services in order to make deposits or to borrow, and will establish charges for all services prior to using them. An approved list of firm of brokers is maintained by the Treasury Manager. The list takes account of both prices and quality of service. No firm of brokers will be given undue preference.

2.3.2 Consultants / Advisers Services
The Council's treasury management adviser is Link Asset Services.

TMP 3: DECISION-MAKING AND ANALYSIS

3.1   Funding, Borrowing, Lending, and New Instruments/Techniques

3.1.1   Records to be kept

The following records will be retained:
- Daily cash balance forecasts for the day and previous day
- Money market deal booking and deal approval confirmation emails
- Dealing slips for all investment and borrowing transactions
- Brokers' confirmations for all investment and temporary borrowing transactions made through brokers
- Confirmations from borrowing / lending institutions including money market fund portals
- PWLB loan confirmations
- PWLB interest due schedule
- Certificates for market loans, local bonds and other loans
- Deal confirmation letters for deals over one month
- Treasury Management contracts (Investment consultant and Logotech)

3.1.2   Processes to be pursued
- Cashflow analysis
- Debt and investment maturity analysis
- Ledger/Logotech/Bank reconciliations
- Review of counterparty limits in addition to monitoring of counterparties
- Review of opportunities for debt restructuring
- Review of borrowing requirement to finance capital expenditure (and other forms of financing where those offer value for money)
- Performance information (e.g. monitoring of actuals against budget for debt charges, interest earned, debt management; also monitoring of average pool rate, investment returns, etc)
- Treasury contracts management

3.1.3   Issues to be addressed

3.1.3.1 In respect of all treasury management decisions made the Council will:
   a) Above all be clear about the nature and extent of the risks to which the Council may become exposed
   b) Be certain about the legality of the decision reached and the nature of the transaction, and that all authorities to proceed have been obtained
   c) Be content that the documentation is adequate both to deliver the Council's objectives and protect the Council's interests, and to deliver good housekeeping
   d) Ensure that third parties are judged satisfactory in the context of the council's creditworthiness policies, and that limits have not been exceeded
   e) Be content that the terms of any transactions have been fully checked against the market, and have been found to be competitive; and
   f) Ensure that adequate investigation on security of the Council's funds has been conducted

3.1.3.2 In respect of borrowing and other funding decisions, the Council will:
   a) Consider the ongoing revenue liabilities created, and the implications for the organisation's future plans and budgets
   b) Evaluate the economic and market factors that might influence the manner and timing of any decision to fund
   c) Consider the merits and demerits of alternative forms of funding, including funding from revenue, use of reserves, leasing and private partnerships; and
   d) Consider the alternative interest rate bases available, the most appropriate periods to fund and repayment profiles to use.

3.1.3.3 In respect of investment decisions, the Council will:
   a) Consider the optimum period, in the light of cash flow availability and prevailing market conditions; and
   b) Consider the alternative investment products and techniques available, especially the implications of using any which may expose the Council to changes in the value of its capital

TMP 4: APPROVED INSTRUMENTS, METHODS AND TECHNIQUES

4.1   Approved Activities of the Treasury Management Operation

- Borrowing;
- Lending;
- Debt repayment and rescheduling;
- Consideration, approval and use of new financial instruments and treasury management techniques;
- Managing the underlying risk associated with the Council's capital financing and surplus funds activities;
- Managing cash flow;
- Banking activities;
- Use of external fund managers (other than Pension Fund)
- Leasing;
- Undertake treasury management activities for the Pension Fund

4.2   Approved Techniques

- Forward dealing
- LOBOs – Lender's Option, Borrower's Option borrowing instrument
- Structured products such as callable deposits

4.3   Approved Methods and Sources of Raising Capital Finance

Finance will only be raised in accordance with the Local Government Act 2003 and within this limit the Council has a number of approved methods and sources of raising capital finance. These are:

On Balance Sheet	Fixed	Variable
PWLB	●	●
European Investment Bank(EIB)	●	●
Market (long-term)	●	●
Market (temporary)	●	●
Market (LOBOs)	●	●
Bonds administered by the Municipal Bond Agency	●	●
Stock issues	●	●
Local (temporary)	●	●
Local Bonds	●	
Overdraft		●
Negotiable Bonds	●	●
Internal (capital receipts & revenue balances)	●	●
Commercial Paper	●	
Medium Term Notes	●	
Leasing (not operating leases)	●	●
Deferred Purchase	●	●

Other Methods of Financing
Government and EC Capital Grants
Lottery monies
PFI/PPP
    Operating and Finance leases
    Revenue Contributions

Borrowing will only be done in British Pound Sterling. All forms of funding will be considered dependent on the prevailing economic climate, regulations and local considerations. The Director of Corporate Services has delegated powers in accordance with Financial Regulations, Standing Orders and Scheme of Delegation to Officers to take the most appropriate form of borrowing from the approved sources.

4.4 Investment Limits

The Annual Investment Strategy sets out the limits and the guidelines for use of each type of investment instrument.

4.5 Borrowing Limits

The Treasury Management Strategy Statement and Prudential and Treasury Indicators state all appropriate limits.

TMP 5: ORGANISATION, CLARITY AND SEGREGATION OF RESPONSIBILITIES, AND DEALING ARRANGEMENTS

5.1 Allocation of Responsibilities

(i) Council (Budget)
- Receiving and reviewing reports on treasury management policy, practice and activity; and
- Approval of annual strategy.

(ii) Cabinet
- Approval of/amendments to the Council's adopted clauses, treasury management policy statement and treasury management practice;
- Budget consideration and approval;
- Approval of the division of responsibilities; and
- Receiving and reviewing regular monitoring reports and acting on recommendations.

(iii) Overview and Scrutiny Commission (Financial Monitoring Task Group)
- Reviewing all treasury management reports and making recommendations to the Cabinet

5.2   Statement of the Treasury Management Duties/Responsibilities of Each Treasury Post

5.2.1   Responsible Officer
The Responsible Officer is the person charged with professional responsibility for the treasury management function and in this Council it is the Director of Corporate Services and is also the S151 Officer   This person or delegated persons will carry out the following duties: -

a) Recommending clauses, treasury management policy / practices for approval, reviewing the same regularly, and monitoring compliance
b) Submitting regular treasury management policy reports
c) Submitting budgets and budget variations
d) Receiving and reviewing management information reports
e) Reviewing the performance of the treasury management function
f) Ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function
g) Ensuring the adequacy of internal audit, and liaising with external audit
h) Recommending the appointment of external service providers.
i) The Responsible Officer has delegated powers through this policy to take the most appropriate form of borrowing from the approved sources, and to make the most appropriate form of investments in approved instruments.

a) The Responsible Officer may delegate her power to borrow and invest to members of her staff, The Treasury Manager and the fund officer. Treasury management team staff must conduct all dealing transactions, or staff authorised by the responsible officer to act as temporary cover for leave / sickness.

b) The Responsible Officer will ensure that Treasury Management Policy is adhered to, and if not will bring the matter to the attention of elected members as soon as possible.

c) Prior to entering into any capital financing, lending or investment transaction, it is the responsibility of the responsible officer to be satisfied, by reference to the Council's legal department and external advisors as appropriate, that the proposed transaction does not breach any statute, external regulation or the Council's Financial Regulations.

d) It is also the responsibility of the responsible officer to ensure that the Council complies with the requirements of The Non-Investment Products Code (formerly known as The London Code of Conduct) for principals and broking firms in the wholesale markets.

5.2.2   Treasury Manager

The responsibilities of this post will be: -

a) Drafting the treasury management strategy and annual report
b) Execution of transactions
c) Adherence to agreed policies and practices on a day-to-day basis
d) Maintaining relationships with counterparties and external service providers
e) Supervising treasury management staff
f) Monitoring performance on a day-to-day basis
g) Submitting management information reports to the Responsible Officer; and
h) Identifying and recommending opportunities for improved practices

5.2.3   Head of the Paid Service – the Chief Executive

The responsibilities of this post will be: -

a) Ensuring that the system is specified and implemented; and
b) Ensuring that the Responsible Officer reports regularly to the full Council / Cabinet or General Purpose Committee on treasury policy, activity and performance.

5.2.4   Monitoring Officer

The responsibilities of this post will be: -

a) Ensuring compliance by the Responsible Officer with the treasury management policy statement and treasury management practice and that they comply with the law
b) Being satisfied that any proposal to vary treasury policy or practice complies with law or any code of practice; and
c) Giving advice to the Responsible Officer when advice is sought

5.2.5   Internal Audit

The responsibilities of Internal Audit will be: -

a) Reviewing compliance with approved policy and treasury management practice
b) Reviewing division of duties and operational practice
c) Assessing value for money from treasury activity; and
d) Undertaking probity audit of the treasury function

5.3   Absence Cover Arrangements

Cover for treasury management staff will be to specific delegated staff.

5.4   List of Approved Brokers

A list of approved brokers is maintained by the Treasury team and a record of all transactions conducted with them can be obtained from Logotech.

Policy on Brokers' Services

It is the Council's policy to rotate business between brokers.

5.5   Policy on Taping of Conversations

The Council currently does not tape conversations with brokers **but** ensures that confirmations are received from counterparties.

5.6 Direct Dealing Practices

The Council will deal direct with counterparties if it is appropriate and the Council believes that better terms will be available. There are certain types of accounts and facilities, however, where direct dealing is required, as follows;

- Business Reserve Accounts
- Call Accounts
- Money Market Funds
- Gilt/CD purchase via custodian; and
- Fixed period account e.g. 15-day fixed period account

5.7 Settlement Transmission Procedures

A confirmation letter signed by an authorised signatory per the Council's bank mandate must be sent to the counterparty if the deal period exceeds one month.
For payments, any transfer to be made via Lloyds link CHAPS system must be completed by 2.00 p.m. on the same day to ensure it is authorised. Money market funds may have earlier cut-off time/deadlines.

5.8 Documentation Requirements

For each deal undertaken, a record should be prepared giving details of dealer, amount, period, counterparty, interest rate, dealing date, payment date(s), broker and confirmation fax, email or letter.

5.9 Arrangements Concerning the Management of Third-Party Funds.

The Council holds a number of trust funds, appointeeship and custody bank accounts. The cash in respect of these funds is held in the Council's bank account but transactions are separately coded.

TMP 6: REPORTING REQUIREMENTS AND MANAGEMENT INFORMATION ARRANGEMENTS

6.1 Annual Treasury Management Strategy Statement

1. The Treasury Management Strategy Statement sets out the specific expected treasury activities for the forthcoming financial year. This strategy will be submitted to the cabinet and then to the Council (budget) for approval before the commencement of each financial year.
2. The formulation of the annual Treasury Management Strategy Statement involves determining the appropriate borrowing and investment decisions in the light of the anticipated movement in both fixed and shorter-term variable interest rates. For instance, this Council may decide to postpone borrowing if fixed interest rates are expected to fall, or borrow early if fixed interest rates are expected to rise.
3. The Treasury Management Strategy Statement is concerned with the following elements:
   a) Prudential and Treasury Indicators
   b) Current Treasury portfolio position
   c) Borrowing requirement
   d) Prospects for interest rates
   e) Borrowing strategy
   f) Policy on borrowing in advance of need
   g) Debt rescheduling

h) Investment strategy
i) Creditworthiness policy
j) Policy on the use of external service providers
k) Any extraordinary treasury issue
l) MRP strategy

4. The Treasury Management Strategy Statement will establish the expected move in interest rates against alternatives.

5. There is also a requirement for the Council to carry out a mid-year report. The purpose of this report is to provide a mid-year review on progress/performance throughout the year against targets set.

6.2 Annual Investment Strategy Statement

At the same time as the Council receives the Treasury Management Strategy Statement it will also receive a report on the Annual Investment Strategy which will set out the following: -

a) The Council's risk appetite in respect of security, liquidity and optimum performance
b) Which specified and non specified instruments the Council will use
c) The Council's policy on the use of credit ratings and other credit risk analysis techniques to determine creditworthy counterparties for its approved lending list
d) Which credit rating agencies the Council will use
e) How the Council will deal with changes in ratings, rating watches and rating outlooks
f) Limits for individual counterparties and group limits
g) Country limits
h) Levels of cash balances
i) Interest rate outlook
j) Budget for investment earnings
k) Policy on the use of external service providers

6.3 Annual Minimum Revenue Provision Statement

This statement sets out how the Council will make revenue provision for repayment of its borrowing using the four options for so doing and will be submitted at the same time as the Annual Treasury Management Strategy Statement.

6.4 Policy on Prudential and Treasury Indicators

a) The Council approves before the beginning of each financial year a number of treasury limits which are set through Prudential and Treasury Indicators.
b) The Responsible Officer is responsible for incorporating these limits into the Annual Treasury Management Strategy Statement, and for ensuring compliance with the limits. Should it prove necessary to amend these limits, the Responsible Officer shall submit the changes for approval to the full Council.

6.5 Other Reporting

- Annual report on treasury management activity
- Other management information reports

TMP 7: BUDGETING, ACCOUNTING AND AUDIT ARRANGEMENTS

7.1   Statutory / Regulatory Requirements

The accounts are drawn up in accordance with IFRS. The Council has adopted in full the principles set out in CIPFA's 'Treasury Management in the Public Services - Code of Practice' (the 'CIPFA Code'), together with those of its specific recommendations that are relevant to the Council's treasury management activity.

TMP 8: CASH AND CASHFLOW MANAGEMENT

8.1   Arrangements for Preparing Cashflow

Cashflow projections are prepared annually, monthly and daily. The annual and monthly cash flow projections are prepared from the previous year's cashflow records, adjusted for known changes in levels of income and expenditure, new grant allocations and changes in payments and receipts dates. These details are supplemented on an ongoing basis by information received of new or revised amounts to be paid or received as and when they are known. Logotech is used to record cashflow.

TMP 9: MONEY LAUNDERING

9.1   Proceeds of Crime Act 2002 and Amendments
See Council's website and intranet for money laundering process and associated policies
 http://intranet/anti_money_laundering_policy.pdf

9.2   The Terrorism Act 2000 and Amendment order
See Council's website and staff intranet on policy. Staff should note that all individuals and businesses in the UK have an obligation to report knowledge, reasonable grounds for belief or suspicion about the proceeds from, or finance likely to be used for, terrorism or its laundering, where it relates to information that comes to them in the course of their business or employment.

9.3   The Money Laundering Regulations 2007 and Updates
The Council's money laundering officer is the Head of Audit. See Council's website
https://mertonhub.merton.gov.uk/_layouts/15/WopiFrame.aspx?sourcedoc=/Merton%20Hub%20Documents/anti_money_laundering_policy.pdf&action=default&DefaultItemOpen=1

Treasury management and banking staff are required to familiarise themselves with all money laundering regulations.

9.4   Procedures for Establishing Identity / Authenticity of Lenders

It is not a requirement under Proceeds of Crime Act (POCA) for local authorities to require identification from every person or organisation it deals with. However, in respect of treasury management transactions, the Council does not accept loans from individuals except during a bond issue.

All loans are obtained from the PWLB, other local authorities or from authorised institutions under the Financial Services and Markets Act 2000. This register can be accessed through the FCA website on **www.f**.

9.5   Methodologies for identifying Deposit Takers

Other than those organisations mentioned in para section 6.10 and Appendix 2 of the treasury strategy, in the course of its Treasury activities, the Council will only lend money to or invest with those counterparties that are on its approved lending list. These will be local authorities, the PWLB, Bank of England and authorised deposit takers under the Financial Services and Markets Act 2000. The FCA Register can be accessed through their website on www.fca.gov.uk.

All transactions will be carried out by CHAPS, faster payments or BACS for making deposits or repaying loans.

TMP 10: TRAINING AND QUALIFICATIONS

The Council recognises that relevant individuals will need appropriate levels of training in treasury management due to its increasing complexity.

All treasury management staff and members tasked with financial scrutiny should receive appropriate training relevant to the requirements of their duties at the appropriate time.
In addition, training may be provided on-the-job, and it is the treasury manager's responsibility to ensure that treasury management staff and members receive appropriate training.

Treasury management staff and members will go on courses provided by the Council's treasury management consultants, CIPFA, money brokers etc

TMP 11: USE OF EXTERNAL SERVICE PROVIDERS

11.1.1 Details of Contracts with Service Providers, Including Bankers, Brokers, Custodian Banks, Consultants, Advisers

This Council may employ the services of other organisations to assist it in the field of treasury management. However, it will ensure that it fully understands what services are being provided and that they meet the needs of the Council, especially in terms of being objective and free from conflicts of interest.

11.1.2 Banking Services
a) The Council's supplier of banking services is Lloyds Bank. The bank is an authorised banking institution authorised to undertake banking activities in the UK by the FCA
b) The branch address is:
      Lloyds Banking Group
      25 Gresham Street, London
      EC2V 7HN

11.1.3   Money-Broking Services
The Council will use money brokers for temporary borrowing and investment and long-term borrowing. It will seek to give an even spread of business amongst the approved brokers.

11.1.4 Consultants'/Advisers' Services

Treasury Consultancy Services

The Council receives mail shots on credit ratings, economic market data and borrowing data. In addition, interest rate forecasts, annual treasury management strategy templates, and from time to time, the Council may receive advice on the timing of borrowing, lending and debt rescheduling. The performance of consultants will be reviewed by the treasury manager to check whether performance has met expectations.

11.1.5 Custodian Banks

The Council will use the services of custodian banks when trading in most transferable instruments like treasury bills. Due procurement process will be followed in the procurement of this service. It should be noted that it is the borrower that pays in most cases and not the lender. Property fund on the other hand do not require custody services, the investor pays all fee.

11.1.6 Credit Rating Information

The Council receives notifications of credit ratings from Link Asset Services.

11.2 Procedures and Frequency for Tendering Services

See TMP2

TMP 12: CORPORATE GOVERNANCE

12.1 List of Documents to be Made Available for Public Inspection

a) The Council is committed to the principle of openness and transparency in its treasury management function and in all of its functions.

b) The Council has adopted the CIPFA Code of Practice on Treasury Management and implemented key recommendations on developing Treasury Management Practices, formulating a Treasury Management Policy Statement and implementing the other principles of the Code.

APPENDIX 5

GLOSSARY OF TREASURY MANAGEMENT TERMS

Accrued Interest
Any interest that has accrued since the initial purchase or since the last coupon payment date, up to the date of sale/purchase

Basis Point
One hundredth of 1% e.g. 0.01%

Certificate of Deposit (CD)
A Tradable form of fixed deposit. They can be sold before maturity via the secondary market at a rate that is negotiable. Often issued by banks and Building Societies in any period from 1 month to 5 years.

Coupon
The total amount of interest a security will pay on a yearly basis. The coupon payment period depends on the security.

Covered Bond
Covered bonds are conventional bonds (fixed or floating) issued by financial institutions that are backed by a separate group of loans, usually prime residential mortgages or public sector loans.

Credit Rating
A measure of credit worthiness of a borrower. A credit rating can be assigned to a country, organisation or specific debt issue/ financial obligation. There are a number of credit ratings agencies but the main 3 are Standard & Poor's, Fitch and Moody's.

Credit risk
This is the risk that the issuer of a security becomes temporarily or permanently insolvent, resulting in its inability to repay the interest or to redeem the bond. The solvency of the issuer may change over time due to various factors.

Debt Management Office (DMO)
Debt Management Office is an executive agency of HM Treasury. They are responsible for debt management in the UK, in the form of issuing Treasury Bills and Gilts.

Financial Strength Rating
Rating criteria used by Moody's ratings agency to measure a bank's intrinsic safety and soundness.

Floating Rate Note (FRN)
An instrument issued by Banks, Building Societies and Supranational organisations which has a coupon that re-sets usually every 3 months. The refix will often be set at a premium to 3 month LIBOR.

Gilt
A UK Government Bond, sterling denominated, issued by HM Treasury

Index Linked Gilts
A government bond issued by the DMO whose coupon and final redemption payment are related to movement in the RPI (Retail Price Index)

Interest Rate Risk
The risk that an investment's value will change due to a change in the absolute level of interest rate. Interest rate risk affects the value of bonds more directly than stocks, and it's a major risk to all bond holders. As interest rates rise, bond prices fall and vise versa. The rationale is that as interest rates increase, the opportunity cost of holding a bond decreases since investors are able to realise greater yields by switching to other investments that reflect the higher interest rate

LIBOR
London Interbank Offered Rate: set on a daily basis. The rate at which banks lend to each other for different periods

Net Asset Value (NAV)
Often used when funds or investment assets are valued. This term generally means the total assets less total liabilities.

Premium
The sale/purchase of an asset at a level that is above the par value or original price. If a security is trading at a premium, current market interest rates are likely to be below the coupon rate of the security.

Treasury Bill (T-Bills)
A Treasury Bills is a short dated instrument issued by HM Treasury. They are issued at a discount, therefore they are not coupon bearing.

Viability Ratings
Assessment of a bank's intrinsic creditworthiness applied by Fitch Ratings Agency. Its aim was to enhance visibility on benefits of support. This replaced the individual ratings.

Yield Curve
The yield curve represents the relationship between yield and maturity. The conventional shape being that as the maturity lengthens, the yield will increase. Each security will have its own yield curve, depending on the yield in every time period available.

Appendix 6 – Cash flow Forecast 2020 to 2025

2019/20 (£'000)	London Borough of Merton Balance Sheet Projections	2020/21 (£'000)	2021/22 (£'000)	2022/23 (£'000)	2023/24 (£'000)	2024/25 (£'000)
173,002	CFR	167,063	171,044	180,373	180,267	185,440
(29,285)	PFI Liabilities	(27,624)	(26,025)	(24,373)	(22,635)	(19,298)
(790)	Finance Lease Liabilities	(787)	(1,144)	(10,217)	(8,811)	(7,240)
142,927	Underlying Borrowing Requirement	138,652	143,876	145,783	148,821	158,902
(113,010)	External Borrowing c/fwd	(113,010)	(111,010)	(109,010)	(108,700)	(121,834)
-	Loan Maturities	2,000	2,000	310	13,700	12,500
-	New Loans	-	-	-	(26,834)	(45,792)
(113,010)	External Borrowing	(111,010)	(109,010)	(108,700)	(121,834)	(155,127)
29,917	Under / (Over) Borrowing	27,642	34,866	37,083	26,987	3,775
21%	**Under borrowing as a %**	**20%**	**24%**	**25%**	**18%**	**2%**
13,778	General Fund Balance	13,778	13,778	13,778	13,778	13,778
413	Collection Fund Adjustment Account	413	413	413	413	413
59,606	Earmarked reserves (excl. Schools)	54,561	53,816	59,675	67,729	67,656
8,455	Schools (excl. DSG)	8,455	8,455	8,455	8,455	8,455
(12,750)	Schools - DSG (future yrs drawn early)	(28,168)	(47,477)	(68,563)	(91,819)	(117,246)
2,059	Capital Receipts Reserve	-	-	-	-	-
11,952	Provisions (exc. any accumulating absences)	11,952	11,952	11,952	11,952	11,952
21,900	Capital Grants Unapplied	18,595	6,341	4,537	3,650	2,863
12,515	Capital Grants Receipts In Advance	12,202	13,092	12,245	12,636	13,122
117,928	Amount Available for Investment	91,787	60,370	42,491	26,793	992
(34,204)	Debtors	(34,204)	(34,204)	(34,204)	(34,204)	(34,204)
60,951	Creditors	60,951	60,951	60,951	60,951	60,951
(1)	Stock / WIP	(1)	(1)	(1)	(1)	(1)
(7,206)	Balance LT Debtors	(7,206)	(7,206)	(7,206)	(7,206)	(7,206)
-	Balance of LT Liabilities	-	-	-	-	-
5,406	Deferred credits / receipts (non-capital)	5,406	5,406	5,406	5,406	5,406
24,946	Working Capital (Deficit) / Surplus	24,946	24,946	24,946	24,946	24,946
(29,917)	(Under) / Over Borrowing	(27,642)	(34,866)	(37,083)	(26,987)	(3,775)
112,957	External Investments/	89,091	50,451	30,355	24,753	22,162
(10,000)	Strategic LT Investments (eg Property Funds)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
102,957	Adjusted External Investments/	79,091	40,451	20,355	14,753	12,162

Section B

Other Key Resources

B) Workforce Strategy Action Plan

The shape of the workforce in Merton is developing to reflect new service delivery models and to support the organisation to achieve its business objectives and outcomes. We will still deliver similar services, but through a number of new ways for example through our partners, shared services and efficient delivery models.

Overall what we want to achieve is:
 Correct alignment of workforce size, skills base

- An agile workforce, which is responsive to changing needs

- A workforce which is representative of and sensitive to the community which is serves

- HR policies which are clear and consistent, and which are focussed on a manager-led approach to managing staff issues.

The composition of Merton's current workforce requires changes to ensure our continued success, meet future requirements and to better reflect our communities. We need to be able to accurately predict the shape of the workforce we will need to deliver our strategic plans and our services.

Each Directorate will:

- Design the future shape of the workforce to best match its service delivery plans and financial context

- Determine organisational structures which support future delivery models and determine the desired combination of directly employed staff, shared services, externalised work, agency workers and volunteers as well as appropriate spans of control for each service area

- Review and action requirements to reflect legislative and regulatory changes as they emerge (e.g. Care Bill, BSF and Children and Families Act)

- Collaborate with strategic partners to develop a mobile and agile workforce serving the residents of Merton, develop new models such as inter-organisational working, partnerships and volunteering

- Develop first class customer service behaviours to meet our resident's needs through new service channels were appropriate

- Ensure that all statutory CPD requirements are met

- Ensure that effective change management practices are applied to support employees through any transformation

- Put in place accurate workforce plans

- Promote a healthy workplace, including initiatives on mental health and wellbeing

- Manage their resources effectively

All of the above actions will be monitored through the CMT Thursday meetings.

The HR function will support the Directorates by a range of actions that will enhance and simplify the processes that managers use in order to provide them with a toolbox of tools, techniques policies, processes and frameworks that are fit for a modern agile workforce. The rapid move to home and remote working and the ongoing need to social distance means that our workforce are now much more reliant on digital solutions and this has caused us to rapidly re-think our learning and development delivery model and fast track our digital offering.

The Action Plan is addressed under the following headings:

- Employee Engagement
- Health & Wellbeing
- Diversity and Equality
- Leadership
- Management Development
- Raising our Performance
- SMARTER Working
- Attraction & Selection
- Apprenticeships/Schools/Graduates
- Essential Training
- Member Development
- Contract Management

Please note that this action plan was updated in June 2020 to reflect the changes brought about by COVID and the rapid move to home working and was approved by Workforce Board at it's last meeting. The far right column highlights were future decisions will be made on each action.

Area of Activity	Specific Action	Outcome required	Responsibility of	Delivery date	Progress	RAG/Decision Making
Employee Engagement						
Communication and Engagement	Work with the communications team to put in place an employee engagement strategy	Continued high levels of employee engagement	Head of Comms/Head of HR & Head of OD		Overall communications strategy is well developed. Communications strategy for Remote Working has been developed. Staff engagement surveys and regular pulse surveys are taking place.	CMT
Regular pulse surveys	To undertake short rapid pulse surveys on key identified topics in order to gauge employee opinion	Continued high levels of employee engagement. Further action to be taken as identified through survey	Head of Comms/Head of HR & Head of OD	**Date TBC**	Feedback from the first and second pulse survey was very positive and engagement high. Communication during a period of crisis was very well received. Directors are now doing 6-8 weekly live broadcasts with their teams, also well received	CMT
Bi-Annual Employee Engagement Staff Survey	To roll out the bi annual survey, benchmarking against previous results and supporting directorate response to issues raised	Continued high levels of employee engagement. Further action to be taken as identified through survey	Head of OD	Sept/Oct 20

TBC | Survey has taken place and high level feedback received. Detailed feedback awaited but expected to be able to provide CMT with detailed breakdown and benchmarking by February 2021 | CMT |
| Employee Benefits | To continue to review and monitor our employee benefits offering | To provide staff with a range of cost saving benefits | Head of HR & Head of OD | Ongoing | Currently reviewing E-Car salary sacrifice / another supplier for Cycle to Work / general Employee Beneifit providsions | *CH / CMT* |

Unions (Not DCC's)	Keep Unions engaged and informed through weekly meetings	Ensure a healthy relationship between Unions and HR	Head of HR	Ongoing	Unions and HR have weekly meetings. Unions are engaged and encouraged to provide feedback on HR initiatives. They feel engaged and informed	HR
Health and Wellbeing						
Promote a healthy workplace	Work with Public Health to develop a Business Case/Programme of training initiatives	Develop a plan of deliverables and RFQ's over 18 months to support positive Workplace Mental Health (incl. Mental Health First Aiders and Mental Health Champions)	Head of OD	Oct/November20	Health workplace day has been replaced with an alternative approach – series of different webinars – focusing on COVID -19 attributed health factors i.e. Obesity etc. Preparation has begune for the London Healthy Workplace Charter with a view to achieving Commitment level during 2021. Regular support provided for staf via the Merton HUB on all aspects of health and wellbeing with a particular focus on mental health and resilience	HR
Develop Programme of Mental Health First Aid Champions	Work with Public Health to roll out a programme of Mental Health First Aid	To enable capability within Merton to support Mental Health issues	Head of OD	Sept/Oct 20	Working alongside Public Health a supplier has been commissioned to deliver Mental Health First Aid and Mental Health First Aid Champions (Staff & Members) with a promotion/launch campaign due to commence in September 2020	**HR**

Promote external support for Mental Health	Leadership Group session for senior managers Promote wider to al employees	To provide staff with sources of advice and support for mental health issues	Head of OD	Ongoing	A range of ongoing training programmes have been commissioned / delivered by our Training providers / EAP provider and through partnering with Able Futures HUB pages have been refreshed and updated to include a range of free tools and information for staff	HR
Employee Assistance Programme Training	Provide training for staff on the EAP	To maximise the benefit that staff can achieve from Merton's EAP	Head of OD	Ongoing	See above …	HR
London Healthy Workplace Charter	To obtain accreditation against the Charter	By meeting the charter standards Merton will improve staff knowledge on how to improve their wellbeing	Head of HR	Oct 21	CMT have committed to Merton gaining accreditation of the London Health Workplace Charter and preparation is underway for a submission by Merton against the Commitment level of the programme during 2021	**CMT**
Equality and Diversity & Anti-Discrimination						
To support Staff Forums	To enable staff forums to be set up, provide support to the relevant Chairs and Executive Director	Enable diverse groups to have a voice. Progress actions identified where possible	Head of HR & Head of OD	Ongoing	The first set of meetings of the BAME staff forum have been held with feedback to CMT. Equality and diversity steering group now to support a plan of action. An Annual Equalities and Employment report will be produced each April and will be a public document. Merton have signed up for and been accepted as a pilot for the WRES. All 9 areas of the	*HR/BAME /Staff Forum (Consultation & Engagement)/ Equality & Diversity/ CMT final decision*

					WRES standard can and will be reported against for all equality strands across the whole Council	
Race at Work Charter	Provide support to the actions identified as part of the Charter requirements	Enable Merton to achieve charter accreditation and progress actions identified	Head of HR		CMT are awaiting a paper from the BAME Staff Forum on the benefits of becoming a Member of the Race at Work Charter for their consideration.	*HR/BAME /Staff Forum (Consultation & Engagement)/ Equality & Diversity/ CMT final decision*
Diversity monitoring	Improve the diversity reporting on training events, organisational make up, recruitment and employee relations	Enable Merton to make informed decisions based on accurate and timely data	Head of HR & Head of OD	Ongoing	Reporting will be improved through the Annual Equalities in Employment Report which will be produced in April each year, will be a public document. Results will be reported to CMT and to the Equality Steering Group who will monitor progress against any actions. An action plan has been drawn up. CMT received a draft report in September as a draft for the annual report due in April	HR

Diversity training	Unconscious Bias training	To enable all Merton staff to understand cultural differences and how they may be perceived	Head of OD	Ongoing	Ongoing courses have been commissioned and delivered Work with BAME Forum to assess content and adapt training if required	HR
	Diversity & Inclusion – (E-learning/Webinar)		Head of OD		A new E-learning training course is in place. Reporting on completion is reported to CMT monthly. Ongoing Diversity and Inclusion webinars have been deliveredwith BAME Forum supporting the assessment of content and training adapted as required	HR
Inclusive employer	Ensure that recruitment campaigns promote Merton as an inclusive employer	Increase applications from diverse communities	Head of HR		This has been done and is ongoing. Senior appointment panels are now all supported by a BAME panel member. We regularly report on the number of BAME candidates applied, shortlisted and appointed.	HR
Remove any barriers to internal career progression	Identify and address barriers preventing internal applications from diverse groups	Increase the number of internal promotions from diverse groups	Head of OD		Training to include • Diversity & Inclusion • Selection & Assessment • Unconscious Bias BAME Forum to be engaged	**HR / BAME Forum**
Ensure fairness of opportunity at Merton learning events	Encourage and promote all Merton learning and development to diverse groups. Report and monitor on take up	Ensure fairness of opportunity for diverse groups	Head of OD		Training courses and initiatives delivered through a blended approach i.e. classroom based and online to meet diverse needs of the workforce. Due to CV-19 a more online approach to be taken which will with accessibility with staff not	HR

					having to travel between sites to access training. All training advertised in regular Staff/manager bulletins, L&D Hub Page & iTrent. Latest HR Metrics report on the L&D Equality Analysis showed an equal representational attendance across all training.	
Leadership						
London Leadership Programme	Manage nomination process annually and enrolment on scheme	Develop and build up Merton's leadership capability	Head of OD	In Progress	1 x nominees – Programme commenced 28th November – James McGinley. We are waiting to hear whether the course will be repeated this year given the pandemic	CEO
Develop a course for Merton's Senior Managers (c.70)	Complete Pearl Catchers programme and proposals for next steps	Enable managers to perform as fully effective complaint managers	Head of OD		Leading Change - 4:4 Delivered Authentic Leadership - 4:4 Delivered Systems Thinking - 3:4 Delivered Talent Management 1:4 Delivered Outstanding programmes now all commissioned	*HR*
Put in place Leadership Apprenticeships		Supporting leadership talent	Head of OD	In Progress / Ongoing	Currently engaging 22 x L3 Team Leader 1 x L4 Schools Business Manger 43 x L5 Operations Departmental Managers 4 x L5 Operations Departmental Managers for Schools 2 x L7 Senior Leaders for Schools RFQ for L3 Team Leaders in Schools completed	HR

					Campaign of Apprentice Engagement (Schools & Non Schools) planned for September /October	
Management Training						
Induction	Develop new on-line "Being a Manager in Merton" induction programme	To enable managers on Merton's management processes	Head of OD	September / October 2020	On line induction programme has been designed and has been delivered	*DMT /CMT arbitration if required*
Management Development	Develop a suite of on-line training modules for new and aspiring managers	To support and increase management capability	Head of OD	Ongoing	Training and Development continue to be delivered via webinars	HR
Leading Remote Teams	Webinar learning on "How to Lead Remote Teams"	To support and increase management capability	Head of OD	Ongoing	New Training and Development programmes are being delivered via webinars	HR
Raising our Performance						
Performance Management	"Managing Performance and Difficult Conversations Remotely"	To support and increase management capability	Head of OD	Ongoing	New Training and Development programmes are being delivered via webinars	HR
Appraisals	Business case and implementation for new on line appraisal process/software	To provide a customer friendly, cost effective process with excellent reporting capability	Head of OD	March 22	Revision to the paper appraisal process have been put in place. Appraisals were in the main postponed for 20/21 due to the pandemic. We will be looking for a CMT decision to recommence paper appraisals in April 21. Work on an on line appraisal process has been had to be deferred during the pandemic	CMT

						but will be a high priority focus during 2021	CMT
Talent Management	Develop & embed a talent management programme	To encourage development and retention of talent	Head of OD	April 21		See Pearlcatchers Training Predicated on Appraisal conversations and employee self-nominations	CMT
Succession Planning	Develop & embed succession planning programme	To increase organisational resilience and retention of talent	Head of OD	April 21		?	CMT
Leadership	Develop HIPO Leadership Training Programme	To encourage development and retention of talent	Head of OD	June 21		?	CMT
Review remuneration for hard to recruit roles	Analyse market trends and develop cost effective solutions	Core professional and business critical skills are attracted and retained	Head of HR			Children's social care recruitment micro site has been developed with improved design and hopefully engagement with candidates.	CMT

SMARTER Working

Policy	Put in place Policy, Procedure and Guidance	Providing a framework for SMARTER Working compliance	Head of HR	August 20	Completed	*CMT*
Support Travel policy roll out	Ensure that policies and processes support the second phase of accommodation and travel strategies	Ensure that all staff understand travel options in the Morden area	Head of HR	April	Provide appropriate guidance and support the removal of parking permits as per the review dictates. Removal of car loan to also be consulted on through the consultation process for staff on other parking proposals. This work stalled during the pandemic during which time parking ceased to be an issue with so many staff working from home. A further paper will be taken by CMT at the end of January	*CMT*
Merton HUB	Maintain and update the Merton HUB with any SMARTER Working advice, guidance, videos	Enable organisational understanding of SMARTER Working options	Head of HR	Ongoing	Completed	HR
HR Operating Model	Advise CMT on the most efficient and cost effective, value for money HR operating model	Enable Merton to receive appropriate HR Advice and support	Head of HR & Head of OD	Sept 2020	Options paper currently with the CEO for his consideration before being submitted to CMT	CMT

Attraction and Selection						
Making the most of our ATS System	Comprehensive management reporting on all the stages of recruitment Working with the supplier to understand full system functionality and what that could bring to Merton	Best value from the system	Head of HR	Ongoing	ATS working well and well liked by Merton managers. Meeting taking place at the end of January to discuss further functionality to assess it's suitability for Merton	HR
Develop our employer brand	Identify an employer brand for Merton Ensure excellent recruitment web pages are available including videos (Snr Mgt & staff) Access to on-boarding e-learning before arrival	Merton Council perceived to be an employer of choice attracting high quality candidates	Head of HR	April 20	Apprenticeship and Graduate pages have been updated. Job page updated. Our branding on Guardian on-line matches our branding on our job pages. Social worker pages have been updated and well as our social media channels	HR
Reduction of agency and interims	Reduce number and convert to perm or remove	Reduction in number and cost of off payroll workforce	Head of HR	April 21	Further reduction requires CMT support to progress	CMT

Reduce cost of agency and interim workforce	Mandatory 2 weeks annual leave at Xmas roll out of year 2 of this initiative	Health and wellbeing of off payroll workforce and saving for Council	Head of HR	Dec 20	Costs have been excallating but this is due to the increased requirement for resource due to the pandemic which is unavoidable and necessary	HR
Recruitment and Selection Training	RFQ for on-line Recruitment and Selection E-Learning	Provide appropriate skills training for all Managers who are required to recruit	Head of OD	Aug / September 20	Design of content is currently with the supplier who has a backlog of work and is currently causing a delay to the roll out. We would expect this now to be live by April 21	HR/ *BAME*
Apprenticeships, Schools and Graduates						
Apprenticeships Training Tender	Re-tender Apprentice training providers as a framework	Ensure best value for Merton and streamline process and increasing efficiency of resources	Head of OD	Dec 2020	Successful Procurement Board sign off July. ITT Tender to be advertised mid-August 2020 Cabinet sign off planned for 12th October 2020	PB/OP/CMT/ Cabinet
Information for Apprentices	Refresh Merton Intranet (HUB) L&D pages/Apprentice Guidance		Head of OD	Aug 20	Currently refreshing apprentice recruitment guides for managers and creating new similar guides tailored for our maintained schools.	HR
	Develop Apprentice Videos for website		Head of OD	Sept 20		HR
Management apprentices	Launch of new Level 5 Management Apprentice cohort		Head of OD	October 20	DMT Roadshows to be scheduled in for August	*HR/ DMT*

Schools Apprentices	Launch of schools L3 Apprentice cohort		Head of OD	October 20	Promotional material to be developed for schools return in September	**_HR /CSF DMT_**
	Develop Schools specific intranet material		Head of OD	Aug /Sept 20	Develop Apprentice Engagement Checklist	HR**_/CSF DMT_**
Increase the number of apprenticeships	Increase the number of apprenticeship places	More apprentices	Head of OD	Ongoing	Since 2017 Merton has sponsored 150 Apprentices/Apprenticeships and currently has 131 active training Apprenticeships Apprentices – 40 Professional Development Apprenticeships – 90 We have recently commissioned National College for education to provide management apprenticeships within schools. On-going discussions are in progress with C&H to deliver an Adults Social Care Apprenticeship Programme. Role evaluated and ATS recruitment process to commence immediately Further high level apprentice data provided to Anthony Hopkins and Patricia Carlisle 13th February 2020 to support delivery of "Merton as an Apprentice Provider"	HR

						New Apprentice Recruitment checklists have been developed to increase the understanding of Apprentice Programme across the Council. These will be loaded onto The Hub w/c 24/2/2020 Presentations on "Apprenticeships within Merton" have been delivered to Public Protection SMT 21/1/2020 and Economic Wellbeing Group 22/1/2020. E&R DMT planned 11th March 2020	
Increase apprenticeships through our contracting	Put in place a formal process which ensures contractors are making best use of apprenticeships	More commitments to apprenticeships within specifications and contracts	Head of OD	April 20		The Council's Social Value policy, toolkit and guidance is in place which contains guidelines for apprenticeships. Working with Procurement and Sarah Xavier we now have identified all contracts let across the Council and have commenced engaging with Conway and contractors of high value spend to identify apprentices engaged (as a result of the award) to count towards our Apprentice/Contractor figures. Additionally, we will seek to apply the appointment of local Apprentices within the award criteria of all new contracts let in	*CMT / HR to deliver*

						excess of £100,000 (as part of the Social Values Toolkit)	
Develop a menu of higher level apprenticeships	Two cohorts supported through 19/20	Ensure take up of higher level apprentices across the organisation	Head of OD	Sept 20		The council is able to support higher level apprenticeships. Developed a dedicated page within Merton website and are in the process of reviewing our Intranet pages to provide details of current Apprenticeship courses available.	HR
Working closely with CSF to ensure provisions are made for apprenticeships for vulnerable people to include looked after children and care leavers	Enable Looked After individuals to participate in apprenticeships at Merton Council	Well-supported young people progressing well through apprentice training	Head of OD	April 20 / Ongoing		No. of Apprentices who are Merton residents. Non Schools - 101:23 Residents Schools – 30 of which 8 Residents Working with CSF (Elaine Smith and Melissa Stewart) to discuss ways to be more inclusive of looked after children. The new Apprentice processes will support this initiative with Towards Merton now engaged at outset of Apprentice recruitment process and added to Redeployees database to receive job alerts as roles are advertised internally Provided work experience scheme for young people (July 2019) with 10 applicants. 2020 programme deferred due to COVID-19	HR

Aim to replace longstanding agency assignments with apprentices	HR to work with Snr Mgt. to encourage them to convert to apprenticeships where possible	Less agency staff and more apprentices	Head of OD	Ongoing	To be incorporated into DMT Apprenticeship Roadshows – Need to promote opportunities for engaging Apprentices over Agency at the RAF stage. Comensura report from now identifies roles with live recruitment campaigns	**HR/DMT**
Graduate Development Programme 2020/21 Cohort	Graduate programme for 20/21	AD Proposals	Head of OD	Completed but will work towards the 21/22 cohort	Graduate programme "Cohort 22" agreed but had to be put on hold due to COVID-19. Current graduates have been redeployed to another area of the Council on a temporary basis	*CS DMT / CMT*
Essential training						
Induction	Develop new on-line Induction programme	To support on-boarding of new staff	Head of OD	September / October 2020	Completed	*DMT /CMT arbitration if required*
Template of training needs	Complete Training Induction pathways	To ensure that all staff are clear what training they need to complete to achieve their career aspirations	Head of OD	July 20	Completed Learning Pathways live on the HUB	*HR/DMT*
Re-tender and move to on-line learning	Re-tender Essential Skills training providers as a Framework (Recomissioning to Webinar modules)	Ensure essential skills training is available for all staff through digital delivery	Head of OD	Jan 21	?	*PB/OP/CMT/ Cabinet*

Essential skills	Re-tender essential skills training to E-learning modules where appropriate		Head of OD	Nov/Dec 20	?	HR
Safeguarding	RFQ for On-line L1 Safeguarding Training		Head of OD	Aug/Sept 20	New Training has just been launched	HR
Information Governance	Purplephish training Implementation	Introduce Cyber security training across the Council	Head of OD	Aug 20		*HR/ CS DMT*
Member Training						
	Management of Residents Event for 2022		Head of OD	Nov 20	Standards & General Purposes Report submitted for 23 July. Event to be planned for November 2020	SGPC
	Develop 2022 Members Training Programme (& material)		Head of OD	June 21		*HR /CS DMT*
Contract Management						
	Retender Occupational Health		Head of OD	June 21	Contract extension approved and process for re-tender has been commenced	OPG/PG Cabinet
	Retender Comensura Contract		Head of OD	Sept 21	Current Contract extension underway and Gateway 1 report will go to Procurement Board in February 21	OPG/PG Cabinet
	Retender Employee Benefits/EAP		Head of OD	April 21	Soft Market Testing to be undertaken prior to formal procurement	OPG?

B) PROCUREMENT STRATEGY _ DECEMBER 2020

Section 1 – Introduction

The National Procurement Strategy defines Procurement as:

"The process of acquiring goods, works and services, covering both acquisitions from third parties and from in-house providers. The process spans the whole cycle from identification of need, through to the end of a service contract or the end of the useful life cycle of an asset. It involves options appraisal and the critical 'make or buy' decision which may result in the provision of services in house in appropriate circumstances"

Although the definition is primarily about procurement, it also about the need to secure sustainable services, products and outcomes that meet the needs of the community we serve. Strategic procurement also encompasses collaboration, including the need to develop partnerships, consider delivery options and ensure value for money for every pound spent.

Merton has taken the approach of investing in and using its procurement team more effectively. Procurement should be at the heart of the authority's thinking because procurement is not solely about compliance, although it is required. More importantly, procurement is necessary to help deliver benefits to our communities through specifying additional social value and engaging with local companies and voluntary sector groups.

This document sets out the Council's strategic approach to procurement for the next four years. It is not intended to be a procurement manual; however, the principles should be applied to all procurement and commissioning, recognising that procurement must work closely with our health and social care colleagues to deliver value for money from all commissioning and procurement.

Consideration of this strategy is not optional - it is to be read in conjunction with the Council's Contract Standing Orders (CSO's).

The Procurement Strategy emphasises the continuing importance of sustainable procurement being used to support wider social, economic and environmental objectives in ways that offer real long-term benefits to the residents of this borough.

Cost reduction and efficiency targets will not be achieved if the Council fails to approach competition positively, taking full account of the opportunities for innovation and genuine partnerships, which are available from working with others in the public, private and Voluntary, Community and Faith Sectors ("VCFS").

This strategy provides a corporate focus for procurement. It embraces the Council's commitment to strategic procurement and sets out the Council's aspirations. It is not a 'user manual'. More detail on procurement processes and procedures will be found within the Contract Standing Orders, the Procurement Toolkit, and the Social Value Toolkit all of which can be found on the procurement and Commercial Services team pages of the intranet.

The strategy will contribute to delivering the long-term goals of:

- ➢ The Business Plan 2021-25
- ➢ The MTFS
- ➢ Divisional Service Plans

- ➢ Community Plan
- ➢ London's Best Council

The principal means of disseminating detailed procurement guidance are Commercial Services (including the running of various monthly training sessions), quarterly procurement forums, the departmental Operational Procurement Groups (OPGs), the corporate Procurement Board (PrB) and the intranet.

Section 2 – Objectives and Benefits

The overarching objectives of this strategy are:

- To evaluate and improve current procurement practices to achieve better value for money and to ensure customer/client needs are met
- To ensure best practice examples are identified and applied consistently across the organisation
- To align procurement activities with other strategies adopted and to ensure that corporate objectives are addressed
- To ensure that current and future procurement activities are planned, monitored, and reviewed effectively including identifying opportunities for collaboration with both private and public sector bodies as well as the VCFS
- To ensure the delivery of a category management approach to commissioning and procurement, across the entire organisation
- To strengthen the knowledge and skills of all officers involved in procurement and commercial activities

In taking this strategy forward, the Council expects to realise the following benefits:

- ➢ Demonstrate continuous improvement and achieve value for money through the efficient procurement of goods and services
- ➢ More efficient procurement processes
- ➢ Better risk management
- ➢ Strategic procurement planning
- ➢ Effective spend analysis and measurable cash savings
- ➢ Proactive contract management
- ➢ Greater use of standard processes and templates
- ➢ Compliance with appropriate legislation
- ➢ Compliance with the Council's Contract Standing Orders
- ➢ Collaboration, including with other authorities, local businesses and the VCFS
- ➢ Greater use of the e-Tendering system
- ➢ Encourage communication and interaction with local and national suppliers to understand their views
- ➢ Develop relationships between the Council, the business community and the broader voluntary sector which create mutually advantageous, flexible and long term relations

Our vision for procurement is to provide a first class service for our residents whilst we build on best practice to ensure value for money in all our procurement exercises.

Section 3 - Overview of Procurement

The London Borough of Merton spends approximately £200m each year on goods and services on behalf of Merton's residents. Of that £200m, the Council was able to influence approximately £120m for financial year 2019/20.

The range of goods and services is varied but includes services for schools; waste collection; care services for children and adults; maintaining the highways, parks and services; encouraging business growth; and major construction works.

Updated expenditure 1 April 2019 – 31 March 2020
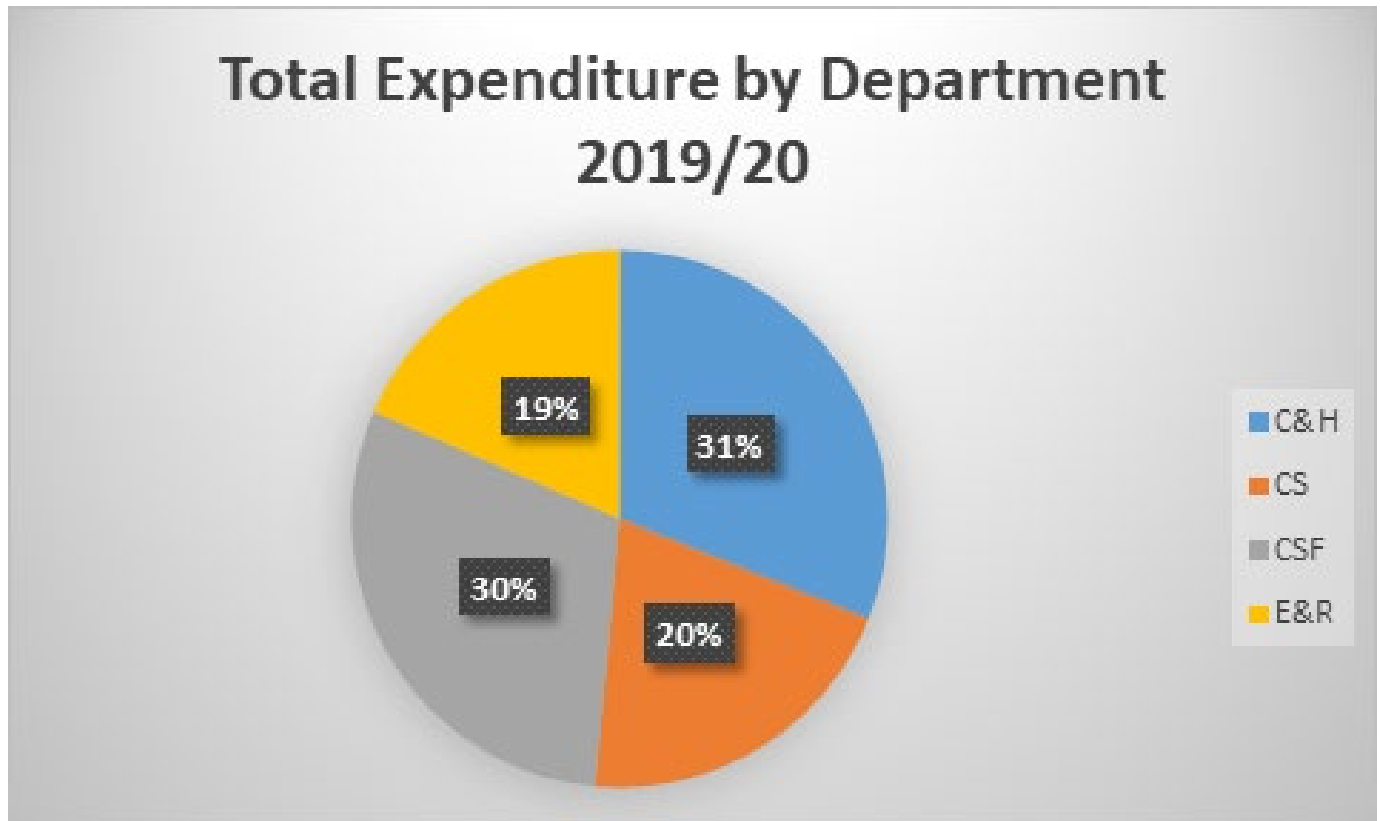
Total Expenditure by Department (excluding non influenecable spend) 2019/20

Legend:
- C&H
- CS
- CSF
- E&R

Pie chart values: C&H 38%, CS 12%, CSF 25%, E&R 25%
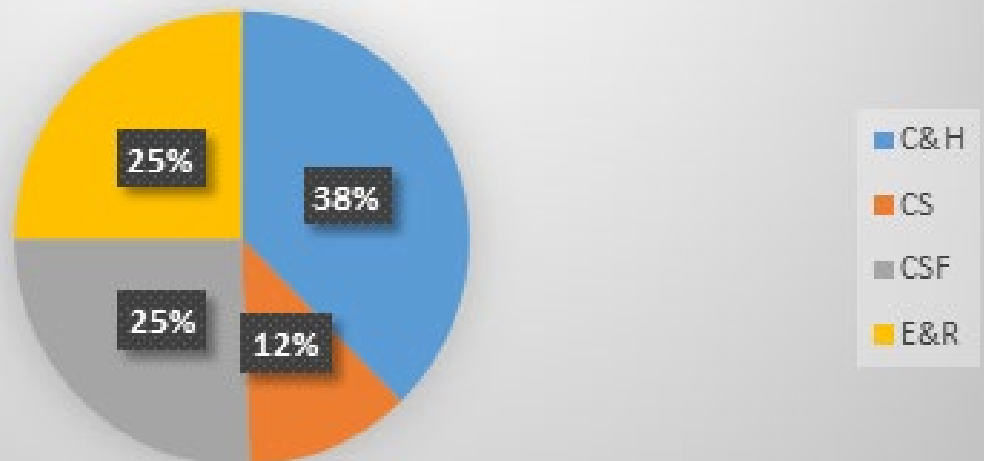
Commercial Services is part of the Infrastructure & Technology division of the Corporate Services department. It was set up specifically to provide professional procurement and commercial advice, guidance and support to the departments and responsible officers. Procurement in the Council takes place across all departments and is undertaken in what is called a 'devolved' model. This means that responsible officers in the departments undertake day-to-day operational procurement.

Following a review in 2017, it was agreed to pursue a centre-led approach.

The consolidated category management approach for high value, high risk expenditure with devolved responsibility for low risk, low value expenditure ensures a common strategic approach to sourcing and supplier management, driving much needed Value for Money and savings.

The revised approach provides Departments with a level of local control and influence with respect to commissioning, brokerage and contract management, whilst providing specialist support through a professional central resource able to assist in the development and implementation of sourcing strategies.

Commercial Services underwent a restructure in late 2017 to better support the agreed delivery model for procurement.

The main objectives of Commercial Services are to:

- provide professional procurement resources to support and advise internal and external partners such that all Merton's procurement decisions deliver:
  - Council objectives by demonstrating value for money
  - Synergies with the Council's MTFS
  - The effective use of resources
  - Expenditure that is managed strategically to achieve social and community benefits
  - Continuous improvement in service delivery
  - Deliver efficiency savings over a three-year period through the implementation of category management
- lead the implementation of the Council's Category Management approach and its Make or Buy agenda by providing a professional procurement service to all clients across the Council.
- be responsible for the development and delivery of robust, overarching Category Management plans, working alongside clients to profile and deliver the service areas procurement and commissioning strategies.
- provide strategic commercial advice as and when required
- provide specific advice on EU Regulations, UK Public Contracts Regulations, and associated areas, including latest case law
- drive best practice in procurement
- provide spend data and analysis and to assist in the Identification of potential savings opportunities, fraud, areas of collusion and areas of collaboration
- ensure the Council's contracts register is kept up to date by working closely with colleagues via departmental OPGs. Responsibility for entering information onto the contracts register and ensuring that the information is up to date and accurate, rests with the departments
- engage with partners and potential partners with the objective of streamlining the procurement process, i.e. making the Council an easier organisation with which to deal
- ensure that officers involved in procurement hold the correct level of knowledge, and to provide skills training where appropriate
- provide up to date support via the intranet, toolkits, procurement guidance and advice.

Procurement is not simply about lowest price; rather it is a strategic tool to ensure that we receive best value whilst putting the needs of Merton's residents first.

Effective procurement is about managing the whole life cycle of the goods and services we procure, and ensuring that specifications are right and fit for purpose with clear outcomes and purposes.

The Council adopted a Procurement Governance and Gateway process that comprises four key elements: The Procurement Board; the Procurement Gateways; Departmental Operational Procurement Groups (OPGs); and the Risk Assessment Tool. These four elements are designed to work together to enable the Procurement Board to exercise effective oversight, control and to provide direction to procurement activity Council wide.

In 2019/20, the Council launched its Contract Management Toolkit. The toolkit provides an overview of recognised Contract Management principles; and includes information, guidance and templates needed to enable Merton's Contract Managers to build on existing good practice and implement an effective and consistent approach to contract management.

Since 2017/18, the use of the Council's e-tendering portal for all procurements, has been reinforced; departmental OPGs have been revived; and the implementation of category management commenced. 2019/20 saw the re-introduction of Procurement Forums. 2021/22 will see the continued implementation of category management across the entire organisation (somewhat delayed due to the Covid-19 pandemic and its impact on business as usual for both Merton and its supply chain), as well as a more robust approach to contract management.

Section 4 – Key Themes

a. Value for Money (VFM)

Now, more than ever, the Council will need to make substantial year on year savings for the ongoing future. Every pound spent must deliver true value to the community, whether that is by better management of our existing contracts, proactive spend analysis, being more commercially aware, or through reviewing current services and potential delivery models.

Knowing how, where and on what our money is spent will be used to drive a supplier review to maximise savings. It is the Council's intension, during 2021, to invest in additional functionality of its e-financial system with the specific aim to provide more robust spend data and analytics. Furthermore, we intend to review the supply base and drive additional efficiencies by reducing the overall number o f suppliers and to utilise the additional advantage obtained. This exercise will also help us to develop and shape supply markets, define the skills to develop the market and to negotiate better outcomes for the Council and service users.

> **Principal Objectives**
> - Undertake regular spend analysis of the Council's full non-pay spend with recommendations in how to identify and capture efficiencies
> - Supply base review and rationalisation
> - Make/buy reviews of services
> - Challenge specifications and assumptions around strategic contracts

b. Category Management

By grouping together products and services according to their function (e.g. care, construction, transport, professional services etc.) the Council can better manage the overall spend, whilst maximising our buying power and achieving economies of scale.

A 'Category' is an area of spend determined by known market boundaries separating different products or services. Category Management recognises that suppliers within a certain market are likely to have similarities that enable a tailored approach to procurement.

We continue to develop our capacity and capability in Category Management to support the major commercial decisions the Council is facing. We will add value to projects we support, bringing commercial insight and support throughout the commissioning lifecycle. Recognising this challenge, we will also develop our staff through a revised professional training programme. It will also enhance their relationship and partnership building skills. This means they will spend less time involved in the administrative task of running tenders and spend more time with customers, commissioners and our major suppliers.

> ### *Principal Objectives*
> - ➢ Develop a suite of category strategies to drive further savings and efficiencies
> - ➢ Embed a category management approach across the Council
> - ➢ Category Management specific training programme

c. Contract Management

We will manage our major contracts more actively to drive continuous improvement in performance and efficiency and further develop contract management across the Council. We will provide greater visibility of the performance of our top contracts to help to improve the management of major suppliers and ensure they are delivering against the agreed performance standards.

By reviewing strategic contracts and adopting a more commercial approach to the management of our key contracts, we will ensure that improvements and efficiencies are delivered.

We will also work with operational contract managers in departments to build on best practice and provide training in contract management techniques.

The outcome of this change will be measured by the monitoring of contract performance and by the identification of improvements in performance levels and additional efficiencies during the life of a contract. Furthermore, as we develop stronger relationships with our key suppliers, we will be recognised as their 'customer of choice' that may lead to increased market intelligence and therefore improve our opportunities for innovation in the marketplace.

Through a clear commercially led approach to contract management, we will ensure a greater focus is directed towards obtaining the required outcomes. This will include increased monitoring, management of supplier performance through robust SLA's and KPI's (including

the delivery of community benefits), and where performance is not being achieved, an action and improvement plan will be implemented.

> ### Principal Objectives
> - ➤ Reduce non-contracted spend
> - ➤ Embed contract management principles across the Council
> - ➤ Hold regular performance meetings with suppliers
> - ➤ Set clear and proportionate KPI and SLA targets for suppliers
> - ➤ Link payment to performance (where appropriate)

d. Partnering and Collaboration

Partnering means the creation of sustainable, collaborative relationships with suppliers in the public, private, social enterprise and voluntary sectors to deliver services; carry out major projects; or acquire supplies and equipment.

Partnerships can be beneficial and integrated in service delivery, but it needs to be recognised that this is not necessarily an easier contract style - indeed, partnering agreements are likely to be more challenging than traditional contracts. A partnership agreement will therefore require careful preparation and procurement. Partnering should be considered when engaging in best value reviews of services as a potential alternative to established methods of service delivery.

When formulating our procurement strategies, we will ensure that we take account of potential opportunities afforded by partnering and collaborating. We will also look at existing framework agreements when considering any future options for procurement and where appropriate the use of any national, regional or pan London procurement arrangements that fit with the Council's strategy.

Collaboration describes the various ways in which councils and other public bodies come together to combine their buying power, to procure or commission goods, works or services jointly or to create shared services.

Collaboration is a form of public partnership; its major benefits are economies of scale and accelerated learning.

We will ensure that contractors and partners have priorities that align with those of the Council. We will also ensure that they understand how these contribute to the Council's performance.

The Council will actively participate with other authorities and organisations where appropriate and feasible, to seek economies through joint procurement, joint commissioning, framework agreements and shared services.

> ### Principal Objectives
> - ➤ Work with other public bodies to seek joint partnering and collaboration opportunities
> - ➤ Investigate the greater use of collaborative contracts
> - ➤ Look to use existing framework agreements where appropriate

e. Market Management

The Council will continue to work with a more diverse group of providers. In some areas there are strong markets but in others, they are either small or not yet developed. The Council will make full use of all the different methods of delivery available, including joint ventures, public, private and VCFS options. Through procurement, we will support the growth of local businesses and other organisations by encouraging the use of local suppliers. Whilst staying within the legal constraints of public sector procurement, the Council will encourage local suppliers to work with us, recognising and exploiting the ability to create a positive climate for firms based in Merton. The Council will endeavour to support a thriving local business sector, providing opportunities for suppliers to develop the capacity to win future contracts from the Council and other public sector partners.

This approach recognises that by encouraging sustainable high quality local employment, the Council is reducing the demand and thus cost of other public services. The Council will seek to encourage innovation, improve skill levels in Merton, create jobs and retain money in the local economy.

> ***Principal Objectives***
> - ➢ Identify where market capacity may be weak and where new markets may need to be developed
> - ➢ Encourage suppliers to develop innovative approaches
> - ➢ Foster a collaborative approach to procurement
> - ➢ Work to increase the proportion of spend with SME's and VCFS
> - ➢ Take steps to promote and encourage local economic growth e.g. reducing the barriers to SME and VCFS participation
> - ➢ Hold regular supplier engagement events

f. Supplier Relationship Management

The Council will build strong, long term, positive relationships with suppliers across all sectors, not just when actively procuring goods and services but also when considering alternative delivery models e.g. social enterprises.

The Council will establish strategic relationships with suppliers to ensure that both parties are delivering against the commitments within the contract and build upon mutual experience and knowledge to embed continuous improvement practices throughout the contracted period. Effective engagement with suppliers will also inform future specifications. This will ensure that the Council is approaching the market place with requirements that meet clearly defined needs and are commercially attractive to potential bidders.

The Council commits to making all procurement activity fair and transparent as well as encouraging a diverse range of potential bidders to participate.

A suite of standardised documents and contracts will be developed for use across the Council to ensure consistency and to make the procurement process more accessible to suppliers.

g. Developing People and Improving Skills

Procurement is a key activity in sourcing the skills, services and supplies required by the Council to deliver community outcomes. The officers who undertake procurement and contract management activity are vital to the successful delivery of the Councils strategic procurement objectives. The required capacity and skills will continue to be developed in departments with support and guidance from Commercial Services.

Commercial Services will develop other ideas to encourage officer participation. These will include the offering of regular 'drop-in' sessions, which will allow any topic of interest to be discussed informally. In addition, specific targeted training will be developed and made available to officers/teams and divisions as required.

Regular procurement forums for all Merton responsible officers will continue to be offered. Active participation will be encouraged by the use of focus and working groups on specific topics of interest such as: toolkits, market engagement and benchmarking.

The forums will:

- Bring together all professionals across the Council working on procurement activity into a single forum
- Provide a platform for evidence sharing and best practice (both internal and external)
- Introduce and embed a co-ordinated and consistent Merton approach to procurement
- Identify savings and efficiencies opportunities

  The forum is a reference group, accountable to the Procurement Board, with recommendations and updates to be fed bilaterally.

h. Systems and Processes

Continued use of the e-Tendering system has improved compliance and at the same time, it has streamlined the tendering processes.

The contracts register is part of the e-Tendering suite that is in the public domain so that any interested parties may view it. This has led to greater visibility of Council spend which will be fed into procurement and resource planning and should lead to greater opportunities for efficiency savings.

It will also make it easier for members of the public to have their requests under the Freedom of Information Act 2000 (FoI's) answered quickly and efficiently.

Ensure council and departmental rolling 1-3-year procurement plans are produced each financial year and kept up to date.

> *Principal Objectives*
> ➢ Maintain an up to date contracts register
> ➢ Increased use of the e-Tendering system
> ➢ Investigating the strategic use of e-Auctions
> ➢ Training in the use of the procurement toolkit
> ➢ Develop a comprehensive rolling 1-3-year procurement plan

i. Sustainable and Ethical Procurement

Sustainability is an important consideration when making procurement decisions. It ensures that we consider impact of environmental, economic and social factors of procurement decisions along with price and quality.

Merton is committed to making its spending decisions in a way that delivers both value for money on a whole life cycle basis, and achieving wider economic, social and environmental benefits. It is important to be aware of, and look for signs of unacceptable practices, such as modern slavery, fraud and corruption, in the supply chain

The Council has set targets, for its operations, to become carbon neutral by 2030, including procured services. Merton will actively consider how services are provided that are in keeping with the targets we have committed to, working with companies who are willing to take an active role in reducing the carbon footprint of their activities in Merton and for their company as a whole.

> *Principle Objectives*
> ➢ Ensure all Commercial Services staff undertake the Chartered Institute of Procurement and Supply's (CIPS) online course on Ethical Procurement and Supply
> ➢ Require suppliers and contractors to reduce the negative environmental impact of goods, works and services by considering whole life costs; ending our use of single use plastics; and reducing the carbon impacts associated with goods works and services.
> ➢ Require information from potential suppliers on how they will help us to progress our environmental objectives as part of the delivery of a contract.
> ➢ Require contractors to comply fully with the Modern Slavery Charter 2015,

> wherever it applies, with contract termination as a potential sanction for non-compliance.
> ➢ Challenge any abnormally low-cost tenders to ensure they do not rely upon any potential contractor practising modern slavery.

Section 5 - Governance Framework

Merton's procurement is governed both by UK Law and by Merton's Contract Standing Orders. These are mandatory for officers of Merton to follow.

a. The Corporate Management Team

The Corporate Management Team (CMT) will continue to initiate and lead all procurement activity and endorse and support adherence to the procurement strategy across the Council. CMT will set the strategic direction of the Council, empower officers and hold officers to account in the delivery of the strategy.

b. Contract Standing Orders

The Council will comply with the wide range of legislation, regulation and guidance, which governs procurement. The Council's Contract Standing Orders are currently being reviewed and updated to take into account the impact of the UK leaving the EU, lessons learnt over the past years as well as emerging best practice principles. The revisions to the Council's CSOs are currently scheduled to be reviewed by Full Council in April 2021, after which they will become effective immediately.

Adherence to the Contract Standing Orders will be enforced to ensure the highest standards of probity and compliance, one of Merton's principles underpinning procurement activity.

c. The Procurement Board

The Procurement Board is the primary strategic agent through which procurement activity is governed. The Procurement Board is made up of senior management officers and procurement professionals and is chaired by a Director.

The main functions of the Procurement Board are:

➢ Oversee the production and management of the procurement strategy
➢ Assure that procurement is managed competently and legally
➢ Ensure changes in legislation e.g. The Social Value Act (2012) and best practice are embedded in the Councils procurement practices
➢ Assessing whether procurement is achieving best value for the Council
➢ Ensuring that staff engaged in procurement have the required skills
➢ To be responsible for the Operational Procurement Groups (OPG)

d. Departmental Management Teams

Departmental Management Teams will receive regular reports from their Operational Procurement Group representatives and ensure that the Procurement Strategy is being delivered effectively within their respective departments.

e. Operational Procurement Group

The OPG's are the operational arm of the Procurement Board, and are the means through which departmental procurement activity is planned and coordinated. One OPG exists for each department and the Groups co-ordinate, risk assess and manage the flow of all procurement activity. Each group is championed by a departmental procurement lead who also attends the Procurement Board.

f. Procurement Gateway process

A risk-based approach uses a series of minimum criteria and risk triggers to determine which procurement activities will come to the Procurement Board.

Currently projects need to be brought to the Procurement Board for review where:

➢ the total value is over £2m (or annual value over £750k)
➢ or the decision to award the contract is to be made by Cabinet or
➢ three or more risk triggers are assessed at amber level or greater. These include: political or reputational risk; impact of failure on service user; and maturity or volatility of the market.
➢ The contract is for a concession

g. Financial Regulations and Procedures

The Financial Regulations and Procedures are the internal rules applicable to Merton's financial processes and these have also been reviewed to take account of current and recent changes in procurement practice e.g. use of Framework Agreements. Within the options appraisal carried out for each procurement project there will be included due consideration to the methods of financing the project available i.e. capital borrowing, leasing, and other alternatives.

h. Procurement Plans

These plans identify the required strategic procurement activities for a period extending 1-3 years into the future. The departmental procurement plans inform the Corporate Procurement Plan, which will encompass all major procurements due in the following 1-3 years. This will allow for enhanced planning and scheduling, improved visibility and improved risk management for the Council's major procurement activities. The Procurement Board oversees procurement plans.

i. Procurement Templates, Toolkits and Training

The 'Procurement Toolkit' is available to officers via the Procurement section of the Intranet. It provides specific procedural guidance and templates for procurement activity.

The Council continually reviews and updates its procurement toolkit and associated guidance. It is against this procedural guidance that individual compliance will be measured to ensure best practice, legal compliance and whether there is any off contract spend.

The Commercial Services continually works with departments to improve the toolkit and templates. The last revision was published in December 2020.

Officers are advised to book on one of the many training sessions aimed at assisting them navigate their way through the CSOs, the use of the e-Tendering portal and the Public Procurement Regulations.

j. The Contracts Register

The Contracts Register is a Council-wide record of all contracts that the Council has entered into above the value of £5,000.

The Contracts Register is currently part-hosted via the London Tenders Portal as part of the Council's e-Tendering system. Responsible Officers must ensure that all contracts are entered onto it and that they are kept up to date.

The Contracts Register will continue to be a key component to co-ordinate and risk manage procurement activity at the corporate level and will assist with FoIs.

k. e-Procurement

During 2019, the Council again re-let its contract for Pro-Contract. The system provides officers and suppliers with an effective and efficient way to electronically manage tender and quote processes. The system is designed to allow staff to conduct requests for quotations and tenders online, much more quickly and to allow potential suppliers to respond without the need to complete numerous paper forms.

We will ensure that the benefits of e-Tendering continue by the promotion and monitoring of the system. The use of the e-Tendering system was made mandatory as of 1 April 2012.

Improved use of the e-Tendering system will provide corporate visibility on spend and prevent duplication of processes. Improved corporate visibility will in turn allow greater scrutiny of the management of spend across the Council.

l. Looking to the Future

We continue to investigate greater use of e-Auctions and Dynamic Purchasing Systems as a way of saving additional monies.

Section 6 – Key Actions

A procurement action plan will cover the principal objectives detailed in this strategy document.

To help us achieve our vision, we are taking six key actions:

1. Implement our people development plan, putting in place a new programme of training, coaching and mentoring
2. Roll out stronger contract and supplier management across the Council for key contracts, identifying clear roles and responsibilities and providing professional support for service teams
3. Develop a rolling three-year corporate procurement plan, incorporating robust departmental plans
4. Continue to update the procurement toolkit and templates for responsible officers
5. Increased use of partnerships and collaboration with other organisations to drive greater efficiencies

6.   Implementing a category management approach to commissioning and procurement across the Council.

By 2023, we will have:

Delivered substantial cost savings through strategic contracting, to help meet the Council's budget targets

Developed a best-in-class service which is highly responsive to the needs of customers, and is valued by them as a strategic partner in developing their own plans

Encouraged greater levels of spend with local suppliers and have thriving relationships with local businesses and VCFS communities

Established strong partnerships with other public sector bodies to leverage best value for money

Contract Activity

List of key tenders planned for calendar year 2021 include:

Contract Title	Department
Supported Living for people with Mental Health Difficulties	Community & Housing
Community Services (CCG Led Contract)	Community & Housing
Educational Occupational Therapy	Children, Schools and Families
Capital Condition Works Programme 2021	Children, Schools and Families
School Meals	Children, Schools and Families
Combined Heat and Power (CHP) plant for the civic centre	Corporate Services
Maintenance contract for public space CCTV and traffic enforcement ANPR cameras - ongoing	Environment & Regeneration

Contacting Us

Please contact us if you have any questions, comments or feedback about the Procurement Strategy:

E-mail: commercial.services@merton.gov.uk

Other useful links:

❖ Procurement section of the Council's intranet: https://mertonhub.merton.gov.uk/councilwide/policyproceduresandguidance/procurement/Pages/procurement.aspx
❖ National Procurement Strategy https://www.local.gov.uk/national-procurement-strategy
❖ Local Government Transparency Code https://www.gov.uk/government/publications/local-government-transparency-code-2015
❖ Audit Commission http://www.audit-commission.gov.uk
❖ Department for Communities and Local Government http://www.communities.gov.uk
❖ Local Government Association http://www.lga.gov.uk

B) INFORMATION TECHNOLOGY STRATEGY

EXECUTIVE SUMMARY

This document sets out the Council's vision, articulated as a series of strategic objectives for its information, communication and technology infrastructure and systems architecture.

The development of the document is a result of a continuous comprehensive planning and consultation exercise involving all services across the organisation. It is guided by a number of design principles that provide a broad framework within which the strategic priorities are determined and developed. The aim of these principles is to ensure that the management and development of IT and systems complies with necessary standards and protocols and aligns with the wider strategic direction of the Council by:

- Organising information and systems around customers;
- Automating processes wherever possible;
- Consolidating and rationalising master data sets wherever possible
- Supporting joint working and shared services; and
- Reducing, as far as possible, reliance on highly technical support.

Importantly, the strategy utilises a Technical Design Authority (TDA) to ensure a controlled, disciplined approach to changes to the technical architecture and infrastructure. This is designed to accommodate the demands and requirements that will inevitably arise during the lifetime of this strategy but are not currently known. The role of this body is to manage and agree any alterations that are proposed to the agreed implementation plan that supports this strategy.

The terms of reference for the TDA are currently being looked at as part of a wider review of the Councils IT service, but are designed to ensure it operates in a collaborative, agile way to mitigate against the risk of unnecessary bureaucracy and business interruption, whilst protecting the security of systems and data.

The strategic priorities that this strategy seeks to deliver are:
- Customer focused systems
- Integrated and joined-up systems and infrastructure
- Single source of master data sets
- IT that is fit for purpose now and into the future
- The ability to operate from multiple locations and devices (Remote and mobile working)
- Increased self-service
- Automation where it's efficient and effective to do so
- Systems and infrastructure that are resilient, compliant and experience minimal downtime
- Minimise the carbon footprint wherever possible

All of these outcomes need to be delivered within an overarching strategic aim of becoming London's Best Council with an efficient organisation and reduced operating costs.

These high level outcomes shape and prioritise the activity set out in the supporting implementation plan for the strategy.

ABOUT THIS STRATEGY

This document sets out Merton's vision and strategy for its Information, Communication and Technology infrastructure and systems architecture. In developing the strategy, officers have drawn on information from target operating models (TOMs) and associated service plans delivery plans developed by the Council's businesses covering the period 2020/25. This ensures that Merton continues to take a business-led (and therefore customer-led) approach to the development, improvement and maintenance of its IT assets.

The strategy also reflects the more technical guiding principles and constraints that frame our IT ambitions, either because of legislative requirements or as part of our commitment to adhere to industry standards and best practice.

In striking the balance between responding to business needs and managing IT assets effectively and efficiently this strategy is designed to provide a broad strategic framework for the maintenance and improvement of the Council's IT and business systems. It is supported by a more detailed implementation plan that sets out the operational tasks associated with achieving the strategy. The implementation plan will be reviewed annually; the content of the plan and progress against it will be assured and managed through Corporate Services Departmental Management Team with oversite by the Corporate Management Team. The Assistant Director of Infrastructure & Technology is accountable for its delivery.

BUSINESS CONTEXT

As a high achieving authority, Merton is single minded in its commitment to continuous improvement. The organisation recognises that this will require IT infrastructure and systems that support excellent services and – in the context of a decreasing financial envelope – greater automation and self-service.

The financial context in which we operate requires that the organisation finds ever more efficient ways to manage and improve its IT assets. Where judicious investment is required in order to transition the organisation towards more efficient ways of working on an 'invest to save' basis, the Council allocates funding from reserves earmarked specifically for this purpose. The Modernising Merton and Capital Programme Boards manage this process, awarding funding on the basis of sound business cases and overseeing their implementation to ensure benefits are realised.

Following completion of an external service review, the Council has acknowledged the current limited capacity of its ICT service to deliver the large volume of projects and strategic improvements required. On that basis we have initiated a project looking at ways to improve the strategic planning of its IT function, in order to ensure a closer alignment with future business need, whilst also exploring opportunities to potentially increase capacity through the adoption of alternative delivery models.

Through the development of new Service Planning tools each business has set out its forecast future state and the role that IT will play in enabling this. It is this information that, drawn together, forms the basis of this strategy and supporting implementation plans. The activities reflect the development, improvement and maintenance of IT and business systems needed by services in order to achieve their stated ambitions.

In addition, the strategy incorporates the activity that will be required to deliver cross-cutting transformational projects and programmes of change and improvement. The most notable of these are:

- Remote Working and Modernising Merton – a programme of coordinated activity designed to further develop modern working practices that make the most effective and efficient use of office space and officer time.

- Customer Contact – a programme that will enable and drive channel shift, the transition of customer interaction to cheaper (usually online) channels and self-service wherever possible.

- Digital by Design – the integration of systems and introduction of mobile devices and mobile-enabled systems so that officers can work from any location.

- Mosaic – the continuing development of the Council's social care information system.

- Financial systems – the continuing development of the Council's financial information management systems.

STRATEGIC DESIGN PRINCIPLES

As this strategy has already acknowledged, Merton must be judicious in its management and development of IT and systems – changes to our infrastructure and systems architecture have cost implications beyond the initial investment as they will require on-going support and maintenance. In addition, there are a suite of technical standards and protocols with which the Council needs to comply.

To ensure that all of these factors are taken into account, the organisation has adopted a holistic approach to developing this strategy. Businesses have worked through their Service Plans to clarify and articulate their current and forecast future IT needs; but to help frame their thinking and ensure development proposals are realistic a series of design principles have been applied to the process. These will continue to inform our IT development:

- IT systems must be customer centric and support the Council's Customer Channel Design principles.

- IT systems should consolidate information around the citizen, reduce reliance on paper and provide automated workflows wherever possible.

- IT systems must support social inclusion and be user friendly.

- IT systems must improve information use and sharing with Merton partners, where appropriate, and comply with the Information Strategy and IT Security policy.

- IT systems will maximise use of configuration to ensure they are readily upgradable and supported by the vendor. System customisation should be avoided.

- IT systems and Service delivery will be designed with shared function/service in mind.

- All significant IT developments, improvements and technology purchases will be governed and controlled through the Technical Design Authority to ensure technology compliance and maximum value is achieved.

STRATEGIC PRIORITIES

Drawing on information collected from the organisations service and transformational planning, as well as developments in the world of IT, legislative requirements and industry good practice, we have developed a set of strategic priorities that clarify where scarce resources will be focused over the life of the strategy.

These are the high level outcomes this strategy aims to deliver:
- Customer focused systems
- Integrated and joined-up systems and infrastructure
- Single source of master data sets (master data management)
- IT that is fit for purpose now and into the future
- The ability to operate from multiple locations and devices (flexible and mobile working)
- Increased self-service
- Automation where it's efficient and effective to do so
- Systems and infrastructure that are resilient, compliant and experience minimal downtime
- Cyber Security and Information Governance

All of these outcomes need to be delivered within an overarching strategic aim of becoming London's Best Council with an efficient organisation and reduced operating costs.

These high level outcomes shape and prioritise the activity set in the supporting implementation plan for the strategy. The following objectives set out in more detail how each will be achieved.

Customer focused systems
- Council systems that support the Customer Contact Strategy and programme, enabling a customer centric approach, with information consolidated around the service users.
- Support social inclusion by maximising access to IT resources by members of the community and community groups, and by providing user-friendly systems, systems that cater for a wide range of needs in support of the Digital Inclusion Strategy.
- Support the customer contact strategy by providing a consistent customer experience through a variety of channels.
- Customer data stored consistently across various systems.
- System and IT infrastructure enhancements and implementation informed by business need (which in turn articulates customer need).

- Where feasible and beneficial, maximise the benefits of mobile working by gathering multi-agency data at each interaction thereby reducing multiple contacts with customers.
- Systems that comply with the latest accessibility standards to ensure maximum customer inclusion.

Integrated and joined-up systems and infrastructure
- System integration wherever possible and beneficial.
- Actively consider the potential for joint working with partnering boroughs and agencies in all IT decisions.
- Improved – through IT systems/infrastructure – information use and sharing with Merton partners.
- IT infrastructure and systems that support, enable and promote shared services.
- Support business transformation through end- to-end integration of processes, consolidated customer databases and exploiting e-enabling services and improved service delivery within the council.
- Create and maintain a 'single version of the truth' with appropriate arrangements in place to improve and maintain primary data sources that feed secondary sets with minimal manual intervention.
- Maximise existing investments.

Fit for purpose now and into the future
- Create a clear vision and target operating model for the IT infrastructure and systems architecture that is based on businesses' plans for the future.
- Create and maintain IT infrastructure and systems that support business agility.
- Lead and promote business change through innovation and technology by active participation in wider initiatives such as Smarter Cities and the IOT.
- Actively maintain good market intelligence and scan for new opportunities.

Operating from multiple locations and devices
- Provide business solutions and IT infrastructure that support the Remote working programme and accommodation strategy through mobile and home working.
- Documents available electronically at point of use; reduced reliance on paper.
- Telephone systems and printing follow the worker.
- Deploy, wherever possible, device and operating system agnostic solutions

Increased self service
- Introduce and improve the functionality of web-enabled services and systems.
- Better use and quality of geospatial data.
- Support stronger 'clienting' of the IT service by businesses by raising IT skills.

Systems and infrastructure that are resilient, compliant and experience minimal downtime
- Maintain infrastructure and processes that provide effective disaster recovery.
- Develop and regularly test business continuity plans.

- Achieve and maintain compliancy with PSN, N3 and CJSM regulations.
- Manage and monitor 'downtime' that is as close to zero as possible.
- Introduce, develop and maintain change control mechanisms.
- Adopt a 'cloud first' managed/hosted infrastructure approach wherever appropriate

CHANGE MANAGEMENT

A key factor in delivering this strategy will be the introduction and maintenance of effective change management mechanisms. As the Council increases its reliance on technology through programmes such as Customer Contact and Remote Working but also seeks, in parallel, to reduce the cost of maintaining and supporting systems and IT infrastructure, establishing effective governance and control of IT assets will become even more important.

The uncontrolled and ungoverned development of systems and IT infrastructure risks not only confusing and disrupting the system and IT architectures, but also carries a cost implication: improvements will be inefficient where technical support and maintenance resource implications have not been correctly understood. This could, in the longer term, counteract business benefit/efficiencies if not properly planned for.

It is therefore important that explicit arrangements are put in place that guarantee that appropriate discipline will be consistently applied to the development of the organisation's system architecture and IT infrastructure. Whilst this strategy and implementation plan provides a route map for investment over the coming four years, it cannot be expected that the requirements of the organisation will remain static over its lifetime. New business demands are likely to emerge that are not currently understood, or are driven by changes in policy or statutory frameworks. On that basis the role of the Technical Design Authority is to manage and agree any alterations that are proposed to the agreed implementation plan that supports this strategy.

The TDA governs and manages development of the Council's systems and IT to ensure that changes and improvements are compliant with not only necessary technical and security standards and data protection, but also Council strategy (i.e.) rationalisation and integration of systems, reduction in support overheads etc. This ensures that there is full collaboration and consultation on any significant proposal to amend the Council's technology architecture (outside those improvements and activities already agreed as part of this strategy and implementation plan).

The terms of reference for the group, which are currently being refreshed as part of a wider review of the Council's IT service are there to clarify the practical scope of the board and define the level of change that needs to be referred to the board and that which can be dealt with locally. This will mitigate against the risk of unnecessary bureaucracy and business interruption.

OPERATIONAL DELIVERY

The core delivery plan for the Infrastructure and Technology division will incorporate activity required for the routine maintenance and upgrading of the Council's IT infrastructure and systems. This strategy and supporting implementation plan captures the activity over and above this core offer, relating to improvements outside those that are routinely expected.

For each of these, a business case has been prepared to secure investment from earmarked reserves or capital resources. This will enable the necessary resources to ensure timely and effective delivery to be made available.

To provide consolidated and resilient support arrangements, any system that is being supported by individuals within service teams, the support arrangements will be migrated to the IT infrastructure and Business systems team.

Prioritisation and sequencing of the programme will be managed through the Modernising Merton Board to ensure that it takes account of pan-organisation imperatives and priorities. Regular reports on progress and resource management will be submitted to CMT, in addition to Corporate Services DMT.

In addition, a set of Service Level Agreements sit alongside this strategy and set out agreed metrics and service standards to enable departments to assure and monitor delivery.

BUSINESS CONTINUITY

Business continuity will continue to be assured through the utilisation of four planned maintenance weekends per year. These allow crucial system and infrastructure updates and improvements to be made with minimum impact on service provision.

Business continuity arrangements will be further enhanced through the introduction of Office365 across the business, which together with the recent move to Skype for Business allows staff to operate and work seamlessly from any geographic location, subject to data protection regulations, in the event that we were no longer able to occupy any of the Councils offices.

We will continue to ensure that the remote access infrastructure is available with diverse internet routes.

Business continuity plans will be routinely reviewed and tested.

DISASTER RECOVERY

The Council's IT infrastructure and business systems underpin many of the Council's critical activities. In the event that an incident occurred that interrupted the availability of IT and systems, for example a fire, or borough emergency that affected the Civic Centre, it would be essential that systems were restored as quickly as possible. This is particularly true given the potential for some systems to support civic recovery.

On that basis, the Council has made a significant investment over the last few years in its IT Disaster Recovery arrangements and infrastructure, utilising new equipment to provide remote active DR capacity which allows the Councils core business critical systems to continue to operate in the event of a major incident.

These arrangements will be further enhanced and improved with completion of the works to migrate to Office365 and Microsoft Azure in 2021, which will see a large proportion of the Councils operational systems and information being moved to a 'Cloud' based solution and accessible from any geographic location which will significantly improve the current business continuity and disaster recovery arrangements.

Utilising agreed planned maintenance periods we will undertake regular testing of Disaster Recovery arrangements including operational infrastructure, hardware and emergency backup systems to ensure that they are fully operational.

Finally, we will continue to map and document the Councils Disaster Recovery processes and produce operational maintenance manuals.

All of these activities – along with timescales – are included in the Implementation Plan that supports this strategy.

APPENDICES:
1. Implementation plan - Breakdown of Capital Information Technology Resourcing 2021-25
2. List of IT Systems

RELATED DOCUMENTS

Information Technology (IT) Policy

Social Media Protocol

Information Strategy

Appendix 1: IT Strategy Implementation Plan Breakdown of Capital Information Technology Resourcing 2021-25

(as at December 2020 Monitoring)

Corporate Services	Revised Budget 2020-21	Revised Budget 2021-22	Revised Budget 2022-23	Revised Budget 2023-24	Indicative Budget 2024-25
Business Systems					
Customer Contact Programme	124	2,376	0	0	0
Aligned Assets	0	75	0	0	0
Environmental Asset Management	0	0	240	0	0
Revenue and Benefits	0	400	0	0	0
Capita Housing	100	0	0	0	0
ePayments Project	157	0	0	0	0
School Admission System	0	0	125	0	0
Planning&Public Protection Sys	0	341	0	0	550
Kofax Scanning	0	0	0	0	0
Spectrum Spatial Analyst Repla	229	0	0	0	0
Regulatory System IT Implementation	29	0	0	0	0
Parking System	18	0	0	0	0
Ancillary IT Systems	0	50	0	0	0
Youth Justice IT Systems	0	100	0	0	100
Replacement SC System	0	0	0	2,100	0
EHCP Hub	11	0	0	0	0
SEN Case Management System	235	0	0	0	0
Planned Replacement Programme					
Network Extreme switches			200	200	200
Blade Chassis Replacement				200	
VM Dev Servers (RW) (2015)	100	40			
DXI				200	
SAN					500
Fibre Switches		50			
PC's & Laptops	120	100	100	100	100
Servers	50		35		35
SSLVPN Replacement			25		
Network and Server Management Consolidation (Op Mgr, Tvista and Event Log Analyser)				50	
Replace DB servers		60			50
UPS Battery Renewal		25			
DR Site Upgrades	85	50	20	20	20
Replace Fluke equipment		20			
Civic Centre Recabling	0	70	0		
Replace Proxies		150			
Replace Info blox	80	35			
VDI Server Replacement			70		
Replace Load Balancing Appliances	45	70			
Room booking screens			50		
Update Citrix			150		
Wifi Rollout Remainder of Civic		200	95		
Core Switches Upgrade	230		160		
Data Centre (Edwin)	193				
PABX Replacement	193				500
Office 365	421				
Update Citrix	**2,420**	**4,212**	**1,270**	**2,870**	**2,055**

Appendix 2. List of IT Systems

System Name	System Description
3Sixty Environmental - FPN	Parking System used to issue FPN's (Fixed Penalty Notices)
Academy Housing	Housing Needs system and Insight reporting tool.
Accident Reporting	This is an in-house developed system for recording accidents and potentially violent people.
App Manager	App Manager is a tool used to monitor software performance and alert administrators if there is a problem.
ArchGIS Enterprise	Location intelligence business insight mapping (GIS)
Bailiffs System	System for Bailiff and Debt Recovery operations
Blue LMS	E-learning software for the Mosaic Social Care System The contract is with Servelec Social Care
BlueCloud Analytics	Brings enterprise-class reporting for the library.
CallConfirmLive! (CM2000)	A system used to record homecare visits by providers. Sends data to and from Mosaic.
CareWorks	Youth Offending Team case management system
Civica Icon	Epayment and Income receipting system
Competent Persons Loader	Part of the M3 suite of software which together help to manage all Applications, worksheets and processes for Planning, Building Control, Local Land Charges and Regulatory Services
Corius	Reporting / dash boarding tool for Mosaic.
CRM Dynamics	Customer contact relationship management system
Document Filer	Used for publishing DMS Documents into the internal and external planning explorer
DTF Loader	Used for loading of address data into the M3LP database
e5	Financial management system
ECINS	Safety in Merton system
eForms	Firmstep Forms, Self and Dash Platform
Enterprise	Online library service - allows library users to search for stock held in the London Libraries Consortium library branches, renew their loans, place reservations on titles, pay outstanding charges, use online resources such as Encyclopaedia Britannica, find out about library events, and much more...
Events Booking	Events booking system
Exacom (CIL)	CIL is a levy that local authorities charge on new developments over a predetermined size in their area. The money is used to fund infrastructure that the council, local community and neighbourhoods want. The Mayor of London also receives a proportion of this money. The Exacom software captures information, calculates charges, levies, surcharges etc, generates notices and manages finance. It also provides alerting when due dates are reached.
EzyTreev	A system used by greenspace to maintain open spaces, parks, schools trees.
FME	Converts data between different spatial formats to create visual data workflows. Used by a single user - our Senior GIS Analyst.

Appendix 2. List of IT Systems

System Name	System Description
Galileo	Audit system - managed by Richard Asamoah-Owusu and the supplier.
Horizons	Highways strategic management system
Horus	Time recording system
Housing System	Choice based lettings and housing options shows what properties are available each week. Registered users can express interest in properties through a variety of channels – internet, text, mobile app
iExchange	Symphony iExchange allows the export of LLPG/NLPG data to other systems in the organisation. It enables the synchronisation of all departmental address data, meaning that everyone will be accessing identical and consistently up to date information.
iManage	Symphony iManage is a Gazetteer Management System (GMS) and has been designed to provide local authorities with the tools to easily create and maintain a BS7666 compliant Land & Property Gazetteer whilst adhering to national data standards at all times.
Imperial (ICES)	ICES 360 system provides a number of different enforcement solutions for Parking, Environmental and Traffic Managment
InstantAtlas - Merton Data Hub	A website that shows anonymised aggregated data about Merton from sources like ONS for the use of strategic planning i.e. Crime, Areas of depravation etc.
KEL Sigma Plus	Property valuation software
Kofax AP	Scanning OCR and data capture
M3 L&P	Building Control, Local Land Charges & Regulatory Services system to manage all the Applications, Worksheets and processes for that area.
M3 PP	Planning system to manage all the Applications, Worksheets and processes for that area.
MapInfo Pro	Map creation system
Mayrise	This is an Environmental Asset and Street Works Management System. Customer data (manually entered, imports from electoral registrar), Address data, Street data, Asset data, Streetworks data, Map data (live feed from GIS DB10), Enquiries, Contracts. Medical data for applications for disabled Parking Bay. Contains Sensitive personal data.
Moodle	Moodle is an Open Source Learning Management System (LMS) used by Universities, Schools, Government departments, Healthcare organisations, Military organisations, Airlines,Oil companies, Independent educators and many other organisations. In Merton, it in also known as the Learning Zone.
Mosaic	Social care case management and associated finance systems - Adults and Childrens, Transactions and Accountancy
My Neighbourhood	Displays local information like nearest library, polling station
Netloan	PC booking and print payment software - manages use of People's Network PCs in the libraries
NLPG Addressbase	NLPG AddressBase is a hosted service supplied by Aligned Assets for the full national dataset of BS7666 compliant addresses

Appendix 2. List of IT Systems

System Name	System Description
Open Revenues	Housing Benefits; Council Tax; Business Rates; Sundry Debtors (Housing benefits overpayment recovery and Business Improvement District fund collection).
Ordnance Survey	
Pentana	Performance recording and monitoring
Peoples Network	This is a public library service covering the People's Network PCs, and the LGfL/Atomwide web filtering.
Planet Press	Special Stationary production for various systems including Revenues and Benefits, Finance, Parking, Print to Post and Bailiff , Supplier of software is ObjectifLune and support is provided by Cannon
Planning Portal Connector	Planning permission portal for customers
Princh	Printing system for libraries, allowing printing from your phone/website without going on a PN machine.
Pro Contract	eTendering portal
PTC	Manage job Scheduling and production work for OpenRevenues; E5; CHAS; eforms;
Registrars	deaths, births and marriages registration system
Ringo	Hosted solution managed by ParkNow used for cashless payments of parking permits
Sharepoint	Used to create websites and securely store and share information and documents
SinglePoint	Singlepoint is a piece of software that enables web-based searching of the LLPG database (via DB10 server) or the hosted NLPG service. This enables things like post code searches on our e-forms and then customers can choose their address from a drop down box.
SiteImprove	site Analytics service
SMART	EDRMS System
SmartPay	Epayment and Income receipting system
Spatial Extensions	M£ extension
SSA - Merton Maps	A web based mapping, GIS and analytics system designed to enable users across the organization to view up to date location data in a map format.
Street Manager	Street Manager will be a digital service that will transform the planning, management and communication of street and road works through open data and intelligent services to minimise disruption and improve journeys for the public. Currently Street works department within Merton uses Mayrise Streetworks system provided by Yotta to manage roadworks. Yotta has developed an API integration between Mayrise system and StreetManager to facilitate the 2-way integration.
Symphony	Library Management System - offers library management tools that increase productivity, help identify opportunities for cost savings, and give libraries insights that will improve the end user experience.

Appendix 2. List of IT Systems

System Name	System Description
Synergy Admissions and PSS Module	School admissions and school attendance data
Synergy Early Years Hub Module	Hub for parents of early years children
Synergy EHCP Hub Module	Education health and child protection hub
Synergy SENDIS Module	Special Educational Needs records management
TKDialogues	Scripting tool
Transys OZ	Used by Transport Operations as a Passenger Management System for vulnerable adults. Helps organise route pickups for Merton's vulnerable adults and children. Holds personal addresses, shared addresses, personal particulars, disabilities, equipment required for transport, seating/space required on vehicle and loading times etc. for use within the various elements of the passenger transport software. Contains Sensitive personal data
Transys TTS (KL2)	Used by Transport Operations as a Passenger Management System for vulnerable adults. Helps organise route pickups for Merton's vulnerable adults and children. Holds personal addresses, shared addresses, personal particulars, disabilities, equipment required for transport, seating/space required on vehicle and loading times etc. for use within the various elements of the passenger transport software. Contains Sensitive personal data
Waste Collection Lookup	Let's Merton residents find out where their next waste collection is

Section C

Risk Management

C) RISK MANAGEMENT STRATEGY

Merton's policy is to manage our risks by identifying, assessing and controlling them, with the aim of eliminating or reducing them to acceptable levels whilst being mindful that some risks will always exist and will never be eliminated.

The council recognises its responsibility to risk management by supporting a structured, systematic and focussed approach to risk management through the approval of our risk management strategy.

The effective management of risk is at the core of our approach to delivering cost effective and efficient services as well as sound corporate governance and is a continuous and evolving process, running through our strategies and service delivery arrangements. As risk is very much concerned with our objectives, the management of it will be closely linked to the creation of our strategic, service, project and partnership objectives and plans.

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

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

- Establish and maintain a robust framework and procedures for the identification, analysis, assessment and management of risk, including reporting and recording.
- Minimise the council's exposure to unacceptable levels of risk, minimise injury, damage, loss and inconvenience to staff, residents and service users.
- Integrate risk management into the day to day activities of staff and the culture of the organisation, raising awareness of the importance and need for risk management.
- Assign clear roles and responsibilities for councillors and officers responsible for risk management
- Ensure consistent application of our methodology across all of our activities, including partnerships and projects.
- Effectively manage the total cost of risk.

We will achieve this by:

- Having a clear and concise risk management strategy which underpins our approach and responsibilities to risk
- Incorporating risk management into business planning, project management and service delivery
- Monitoring risk on a regular basis through the Corporate Risk Management Group (CRMG)
- Reporting on risk on a regular basis to the Corporate Management Team (CMT), Cabinet and General Purposes Committee

Risk Management Strategy

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

This strategy provides a structured approach to identifying emerging risks as well as assessing and managing current risks. It also incorporates a process for regularly reviewing and updating identified risks.

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

What is risk?

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

Our risk management processes also include the assessment of Issues. Issues are current problems, questions, outstanding items, tasks or a request that exists in the immediate present. There is a strong element of fact surrounding it. An issue becomes a risk when the issue cannot be addressed and could continue or get worse.

Definition of Risk Management

Organisations exist to achieve their ambitions, aims and objectives. Risk Management is the process by which organisations methodically address and identify the risks that may prevent them from achieving these ambitions, aims and objectives. The intention is to achieve sustained benefit within each of their activities, and across the portfolio of all their activities.

Ultimately, risk management is about creating a better understanding of the most important problems facing organisations.

Risk is also implicit in the decisions all organisations take; how those decisions are taken will affect how successful they are in achieving their objectives. Decision making is, in turn, an integral part of the day to day existence and is particularly significant in times of change. Risk management therefore is a key component in the management of change and helps to support effective decision making.

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

The benefits of risk management

In addition to the business and service benefits of our approach, we are required to undertake risk management because it forms part of the Annual Governance Statement. We must, therefore, demonstrate that we have a systematic strategy, framework and process for managing risk.

However, the council recognises that the benefits of risk management far outweigh the requirement to undertake the activity and such benefits include:

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

Organisational awareness of risk and risk management
Ensuring that there is a strong organisational awareness of risk management will be achieved through training sessions, reviews, departmental meetings, briefings and staff bulletins which will take place on a regular basis. Each department has an assigned Risk Champion who will offer guidance to staff where required. The risk management intranet page will be regularly reviewed and staff will be signposted to the information they need to pro-actively identify and manage risk ie the Risk Management Toolkit and other guidance.

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.

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

How does risk management integrate with other policies?
Risk management links closely with Health and Safety, Business Continuity, Emergency Planning and Insurance; by ensuring close links we can enhance our resilience. Generally, a single issue or risk will fall into only one of these categories; however some may fall into two or more. As Business Continuity is a way of mitigating risk, its link with risk management is key to ensuring the continuous delivery of services which are important to the community.
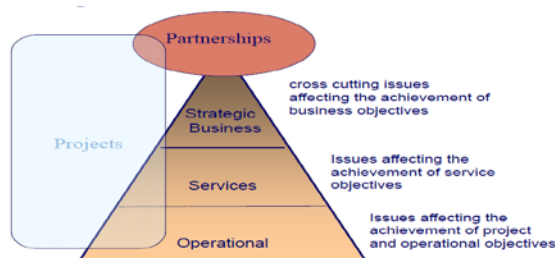
Risk management in projects
Risk management is a key part of the ongoing management of projects and partnerships and is clearly defined in [Merton's Approach to Projects (MAP)](#).

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

Our methodology for assessing and monitoring risks has been adopted by our key partnerships in order to ensure consistent scoring, and effective integration into our risk management system.

Financial Risk Management
Local government has faced unprecedented financial challenges in recent years that are likely to remain well into the next decade. The harsh financial economy faced by local authorities has led Central Government and the public sector accounting body CIPFA to start to consider how best to minimise the chance of further Section 114 notices being released and providing early warnings of authorities being unable to balance their budgets. Within Merton the following activity is already undertaken:
Budget Setting
- Financial pressures caused by demographic pressures in Special Educational Needs, Placements and Adult Social Care have been monitored closely – ongoing demands have received some additional funding
- Financial modelling within the Medium Term Financial Strategy and Capital has been developed
- Horizon spotting is used to improve response times to changes in Central Government funding.
- Financial Risk thresholds have been reviewed and reduced appropriately
Budget Monitoring:
- All budgets are monitored monthly, and reviewed with outturn, current spend and commitments
- Monthly review of progress on delivery of savings with management action
- Monitoring resources are targeted at high risk areas
Year End Accounting
- Reviewing closing issues to minimise the chance of the issues occurring again
- A greater emphasis on quality control of working papers
- More emphasis on reconciliation work within the financial year.
There is also a financial impact element to the authorities risk matrix which has been recently reviewed and simplified. Officers will continue to review activity and adopt best practice etc. where appropriate.

Corporate approach to risk management
In order to formalise and structure risk management, it is recognised there is an obvious and clear link with the business planning process and therefore risk management sits within the Business Planning team.

The overall council Business Plan, incorporating the individual service plans, sets out what a team, division, department, or the council as a whole, want to achieve within a specific time frame, as shown below.

Merton Performance Management Framework
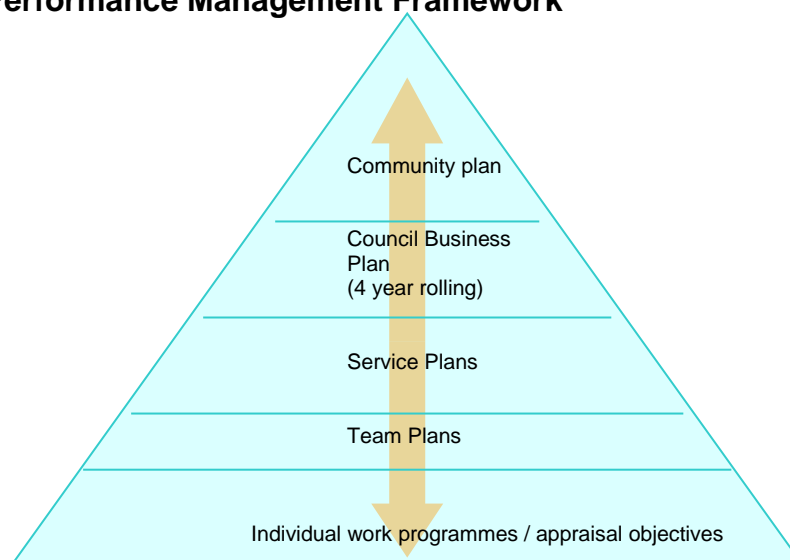
- CMT is ultimately accountable for delivering the council's Business Plan therefore they are responsible for monitoring and reviewing the KSRR.
- DMTs are responsible for their own services' risk registers.
- Divisions or teams are responsible for their own risk registers, if applicable.

It is important that risks identified and assessed at an operational level can be escalated to a departmental or corporate level. However, because a risk may have a great impact on a team it does not necessarily follow that it may have the same impact on the department, or the organisation as a whole.

Ultimately, it is the respective management team which decides if a risk is an appropriate inclusion on its risk register.

Scoring Risk

When determining a score for service level risks, definitions of likelihood and impact of risk should be used in conjunction with the matrix below. Therefore, if the likelihood of a risk is 4, significant, (occurs or likely to occur more than 25%, and up to 50% of the time) and the impact is 3, serious, (service provision - service suspended short term) – then the risk rating will be 12 (4x3) which is amber.

Definition of the Likelihood of Risk

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

Definition of the Impact of Risk

Categories	1 - Marginal	2 – Moderate	3 - Serious	4 - Very serious
Financial Impact – FI	£100k - £500k per annum	£500k - £1m per annum	£1m - £5m per annum	Over £5m per annum
Service Provision - SP	Reduced service	Significant reduction	Service suspended short term	Service suspended long term / statutory duties not delivered
Health and Safety - HS	Broken bones / illness	Major illness / threat not life threatening	Loss of life / major illness	Major loss of life / large scale illness (pandemic)
Objectives - O	Objectives of one service area not met	Departmental objectives not met	Corporate objectives not met	Statutory objectives not met
Reputation - R	Adverse local media lead story short term	Adverse local media story long term. Adverse national publicity short term.	Adverse national publicity longer term	Remembered for years

Risk Matrix

Likelihood				
6	6	12	18	24
5	5	10	15	20
4	4	8	12	16
3	3	6	9	12
2	2	4	6	8
1	1	2	3	4
	1	2	3	4

Impact

Likelihood
6. Very high
5. High
4. Significant
3. Possible
2. Low
1. Almost impossible

Impact
4. Very Serious
3. Serious
2. Moderate
1. Marginal

Reporting and escalating risks

All risks on individual service risk registers are reviewed at Departmental Managers Team (DMT) meetings with particular attention given to red or increasing amber risks.

Risks are also checked for any cross cutting implications. If the risk is high scoring and/or could have an impact across the organisation, then it must be included in Key Strategic Risk Register, which contains risks which could have a detrimental impact across the whole organisation should they occur.

Monitoring and Managing
During the year, new risks will arise that have not previously been considered and there may be changes to existing risks. Therefore the risk registers need to be regularly managed, with risk owners re-assessing their risks, re-scoring them if appropriate, and providing sufficient narrative in respect of the Control Measures they have in place (ie the actions which they are taking to mitigate against the risk). The reviews of risk registers should be managed by exception. The reporting cycle as detailed below, takes place during April, July, October and January.

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

All risks are reviewed according to the quarterly cycle shown above, with a particular focus upon red risks, and also upon amber risks which have increased their risk score since the previous quarterly review.

Removal of any risks from the registers must be approved by DMTs and CRMG prior to being presented to CMT. CRMG will only approve removal of a risk if it is scored green for a minimum of two consecutive reporting cycles (i.e. two quarters). There are otherwise no rigid guidelines for dropping risks from the registers because clear parameters are not always possible. A decision is sometimes taken to keep a low-scoring risk in view on the basis that its status might change over a short period, or so those with an assurance role can be confident mitigation against a risk can be sustained.

A flowchart showing how service, departmental, corporate and partnership risks are escalated and reported is shown on the final page of this Strategy.

Roles, Responsibilities and Governance

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

Chief Executive and CMT
The Chief Executive and CMT are ultimately accountable in ensuring that risk management is fully embedded in the council's business planning and monitoring processes as well as having overall accountability and responsibility for leading the delivery of the council's Risk Management Strategy and Framework. CMT will take a leading role in the risk management process, ensuring that risk management is communicated, understood and implemented by Councillors, managers and staff. CMT will also play an important role in establishing a supportive culture.
CMT will submit an annual report on risk to the Standards and General Purposes Committee and Cabinet.

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

Section 151 Officer / Internal Audit
The Section 151 officer and Internal Audit will be responsible for carrying out independent reviews of the risk management strategy and processes. They will provide assurance and give an independent and objective opinion to the council on the adequacy of its risk management strategy, control procedures and governance.

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

Risk Champions
Risk champions will work with their Director, Heads of Service, Managers and Team Leaders to ensure the RM Strategy and Framework is embedded in the Directorate and departmental planning, performance, project and partnership management, offering support and challenge. They will also represent their directorate at CRMG meetings.

Risk Champions will ensure that risks are identified, assessed and scored correctly by the Risk Owners, offering advice and guidance where appropriate. They will also challenge risk scores where they do not appear to be reasonable, or where they contradict the Control Measures narrative or the corporate Risk Scoring Guidance.

All Risk Champions will receive appropriate training to ensure that they can perform their role effectively. Training needs will be regularly evaluated.

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

They are required to maintain an awareness of risk and ensure that any risks they identify are captured by the risk management process, understanding and responding to the key risks which could significantly impact on the achievement of their service and/or team objectives. Managers should encourage staff to be open about risk so that appropriate mitigation actions and control measures can be agreed.

Risk Owners

Risk owners are responsible for identifying and implementing appropriate actions which will mitigate against risks they own and reduce these risks to an level acceptable to the organisation. They are required to regularly review the effectiveness of their control measures and provide a formal update to DMTs and CRMG on a quarterly basis as part of the risk review cycle.

Individual Employees

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

Business Planning team

The business planning team is responsible for ensuring that risk management is embedded throughout the council, as well facilitating and supporting the risk management process and supporting risk owners.

The team will ensure risk management documentation and intranet pages remain up to date and relevant, as well as updating the KSRR with emerging risks, new risks and updating existing risks.

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

Corporate Risk Management Group

The Corporate Risk Management Group will provide strategic direction and leadership to ensure our risk strategy is maintained and updated and that risks are appropriately identified and managed within the organisation. It will provide a forum for the detailed discussion and monitoring of organisational risks for the benefit of the council, its staff and the wider community.

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

In addition it will provide assurance that all risk systems and processes are operating effectively to minimise the Council's overall exposure to risk. The headline departmental risks and planned mitigation activity reported by each department will be discussed by CRMG on a quarterly basis. CRMG will then report its conclusions and recommendations for discussion at CMT.

Cabinet

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

Standards and General Purposes Committee

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

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

Risk management in committee reports
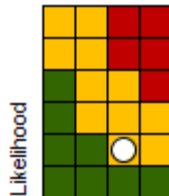
When a report is submitted to a committee the author is required to complete a section on Risk Management and Health and Safety Implications. The committee should be informed of any significant risks involved in taking a recommended course of action, or if it decides not to follow the recommended course of action. The risk assessment should follow the corporate risk management procedures and be scored using the risk matrix. The report should also give details of any control measures (either proposed or existing) to manage any significant risks identified. Where appropriate, reference should be made to any existing risk(s).
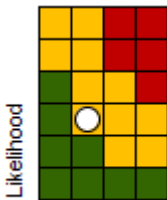
Report authors are advised to consult with the Business Planning team or their departmental Risk Champion, for further advice and to propose any risks to be considered for inclusion in the departmental or KSRR.
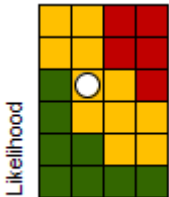
London Borough of Merton Risk Management Process

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┌─────────────────────────┐
│   Risk identified by any │
│     member of staff      │
└─────────────────────────┘
             │
             ▼
┌─────────────────────────────────────┐
│ Risk analysed with Risk Champion     │
│ and/or line manager                  │
└─────────────────────────────────────┘
             │
             ▼
┌─────────────────────────┐
│   Risk reviewed at DMT   │
└─────────────────────────┘
             │
             ▼
```

Yes ◄── **Does DMT recognise the risk?** ──► No

- **DMT agree a risk score (likelihood & impact)**
- **No further action required unless something changes**

Does risk have significant cross-cutting implications?

No ──► **Include risk on Departmental Risk Register and assign risk owner** ──► **Monitor risk and review risk's "direction of travel" at least quarterly**

Yes
▼

Business Planning notified of possible new Key Strategic Risk ──► **Business Planning escalate potential Key Strategic Risk to CRMG**

CRMG decide if risk is an appropriate inclusion on KSRR

Yes ◄── **CRMG make recommendations to CMT in respect of any changes to KSRR**

No ──► **Risk remains on departmental risk register only**

▼

CRMG and CMT monitor Key Strategic Risks at least quarterly

Risk Register ~ Key Strategic Risks as at December 2020
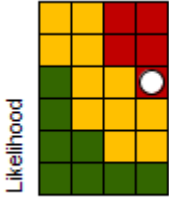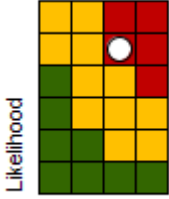
Risk Owner	Code & Name	Risk or Issue	Risk Description	Cause(s)	Consequence(s)	Impact code	Matrix	Current Score & Review History		Control Actions	Date provided
John Morgan	ASC06 / KSR78 Legal challenge ASC Placements	Key Strategic Risk	Some of our Adult Social Care placements might result in legal challenges	C19 has changed the provider market in Merton. Care homes are prominent nationally due to the impact of Covid- 19. We are working with our providers to understand the impact for Merton. C19 has changed the provider market in Merton. Care homes are prominent nationally due to the impact of Covid- 19. We are working with our providers to understand the impact for Merton.	- Providers deciding to leave the market -increased costs of placements - increased staff time - additional legal costs - damage to reputation - Increase in complaints-	R		6 — 03-Feb-2021 9 — 06-Jan-2021 9 — 30-Sep-2020 9 — 22-Jun-2020		We are having intense dialogue and monitoring with our providers. We are analysing the data and targeting the market to fill the gap in complex placements- we try to utilise homes within the borough but at times due to the lack of availability of suitable placements within Merton or south west London we have to look further. All decisions regarding eligibility, appropriateness and sufficiency of support are taken through the ASC outcomes forum. The review of the learning disability 'offer' will review market capacity and shape the market to meet the needs of residents and residents coming through transitions .This will include reviewing the cost model and fee structures. We continue to assess a cross section of placements to assess value for money.	03 Feb 2021

Risk Owner	Code & Name	Risk or Issue	Risk Description	Cause(s)	Consequence(s)	Impact code	Matrix	Current Score & Review History		Control Actions	Date provided
Lorraine Henry	ASC21 / KSR77 Increase in number of DoLS and Community DoL as we transition to Liberty Safeguards in 2022	Key Strategic Risk	ASC21 / KSR77 Increase in number of DoLS and Community DoL as we transition to Liberty Safeguards in April 2022	- A court ruling in 2014 known as 'Cheshire West' widened the criteria for people that can be subject to a DoLS or Community DoLS (CDoLS) - The Government has not made any additional resources available and in April 2022 DoLS will be replaced by Liberty Safeguards and we are awaiting the guidance on this. Due to COVID 19 the transition to Liberty Safeguards has been extended to Apr 2022.	- - Existing backlog of assessments awaiting completion - Cost pressure in relation to DoLS assessments which need to be undertaken - Potential of legal challenge if DoLS authorisation requests are not completed in a timely manner.	FI		6	07-Jan-2021	Following a paper to DMT/ CMT in 2018 a robust system is now in place to manage current Dols and historic cases. This is being monitored at DMT level. The backlog has reduced from 500 (going back over 3 years) in Sept 17 to 219 in December 2020 with all cases in this financial year. Where possible following a risk assessment, we are now completing desk top reviews during covid -19. Liberty protection safeguards has been delayed until at the earliest April 2022 and when we get guidance we will start to prepare our teams and pathways for implementation. Community DoL- A system is in place to screen and prioritise	03 Feb 2021
								9	04-Jan-2021		
								9	28-Sep-2020		
								9	26-Jun-2020		
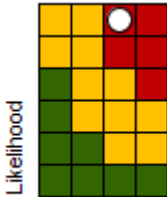
Risk Owner	Code & Name	Risk or Issue	Risk Description	Cause(s)	Consequence(s)	Impact code	Matrix	Current Score & Review History		Control Actions	Date provided
										Community DoL and this will also be reported to DMT.	
Kris Witherington	CPI39 / KSR74 Inadequate consultation	Key Strategic Risk	We may fail to adequately consult over changes to Council services and policies, and/or the design and implementation of projects (formerly CS17/KSR74)	- inadequate consultation - not meeting expected standards - insufficient training	- increasingly robust scrutiny and challenge - possibility of Judicial Reviews	R, FI		8	08-Dec-2020	The standards expected for consultation are described in the Community Engagement Strategy ("Get Involved"). All Council consultations should be listed on the Council's online consultation database, having been approved by the Consultation and Community Engagement Team. Support for services is available including training around the need for consultation, design, and legal obligations. Advice is also available on how to adjust consultation plans to take into account the impact of COVID-19 on traditional activities like public meetings.	08 Dec 2020
								8	17-Sep-2020		
								8	17-Jun-2020		
								8	09-Mar-2020		

Risk Owner	Code & Name	Risk or Issue	Risk Description	Cause(s)	Consequence(s)	Impact code	Matrix	Current Score & Review History		Control Actions	Date provided
Hannah Doody	CSF01 / KSR35 Safeguarding children	Key Strategic Risk	We may fail to adequately safeguard children	Because of: - Less effective inter-agency working - Changing expectations & updated regulatory framework - Ongoing budget pressures across all agencies - Increase in demand due to Covid-19, and a related reduction in through-put.	Resulting in: - Child protection & safeguarding consequences including possible child death or serious harm. - increasing costs of "high cost" interventions - undermining of the Merton Model	R		12 ▲	28-Jan-2021	New Partnership arrangements have been implemented. This ensures ongoing rigor in conversations with partner agencies and third sector to improve understanding and responsibility of safeguarding. A chair and independent scrutineer assumed office in April 2020 and have provided further rigor to existing partnership arrangements. We have recently re-organised our Early Help offer. To support implementation, interim staffing arrangements have been put in place. As part of wider changes to our Early Help services and approach, we are reviewing the family well being model (thresholds document) with partners. CSC&YI forecast for potential additional resource requirements up to £350k. These now need to be activated	21 Oct 2020
								12 ▲	21-Oct-2020		
								16 ⬢	26-Jun-2020		
								16 ⬢	16-Apr-2020		
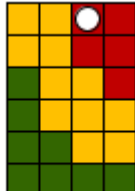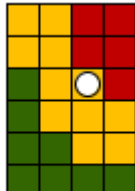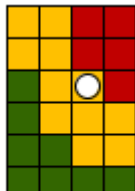
Risk Owner	Code & Name	Risk or Issue	Risk Description	Cause(s)	Consequence(s)	Impact code	Matrix	Current Score & Review History		Control Actions	Date provided
Charles Baker; John Bosley	ER112 / KSR73 Waste disposal budget (Viridor)	Key Strategic Risk	We may be unable to meet financial budget for waste disposal	- Waste may not be adequately disposed of - Delays in moving over to ERF - Increase in waste forecasted - Reduction in recycling - Insufficient budget to cover disposal costs COVID19/Brexit - recycling and RDF facilities may become harder to access in Europe	- increased costs for waste disposal - operational difficulties - performance may be affected (more landfill, less recycling and more missed bins) - political and reputational impact	FI/R/O		6	07-Jan-2021	Waste volumes are reviewed monthly and financial implications of areas of growth assessed and budget forecast amended accordingly. .	29 Sep 2020
								6	29-Sep-2020		
								6	24-Jun-2020		
								6	19-Feb-2020		
Paul McGarry; James McGinlay	ER118 / KSR75 Crossrail 2	Key Strategic Risk	We may fail to minimise the negative impact of Crossrail2 on the Council's income and/or commercial activity in Wimbledon Town Centre and Weir Road	- inadequate preparation and planning on our part	- financial impact on council and services - economic impact on Wimbledon Town Centre and the borough (potential loss of businesses and jobs) - Council reputation	FI		12	07-Jan-2021	Awaiting Government decision.	07 Jan 2021
								12	12-Nov-2020		
								12	29-Sep-2020		
								12	24-Jun-2020		
Charles Baker; John Bosley	ER132 / KSR 81 Waste services contractor	Key Strategic Risk	Veolia may fail to deliver the street cleaning and/or waste collection services to the standard required by their contract	- insufficient capacity (Veolia) - disputed areas of responsibility - financial impact of recycling market changes which adversely affect Veolia - lack of ICT integration and real time information - poor management by Veolia	- reputational damage to the Council - negative environmental impacts - negative public health impacts	R		6	04-Feb-2021	Our service provider has been able to provide a full operational service during these testing times. Staffing levels and deployed resource is monitored daily along with the level of agency staff being utilised.	04 Feb 2021
								15	13-Jan-2021		
								12	07-Jan-2021		
								12	29-Sep-2020		

Risk Owner	Code & Name	Risk or Issue	Risk Description	Cause(s)	Consequence(s)	Impact code	Matrix	Current Score & Review History		Control Actions	Date provided
Paul McGarry	ER154 / KSR 82 Bishopsford Road Bridge	Key Strategic Risk	Structural risk to the damaged bridge structure and Financial risk re. repair or replacement of the bridge	1.Continued adverse weather. 2.Another flood event 3.TBC, if the current bridge cannot be saved. 4.TBC. whether fault is the flood, a contractor liability or employer liability. 5.Lack of comms or visible action on-site. 6.Ongoing disruption to motorists and public transport users.	1. Flood risk to properties 2.Structural risk to the damaged bridge structure 3.Financial risk re. repair or replacement of the bridge 4.Litigation – risk of contractual disputes. 5.Reputational risk on LBM 6.Traffic & Transport and safety of pedestrians on the remaining footbridge.	FI, R		16 ● 07-Jan-2021		Contractor has been chosen so work will commence on the bridge.	07 Jan 2021
								16 ● 21-Oct-2020			
								16 ● 24-Jun-2020			
								16 ● 20-Mar-2020			
Caroline Holland; Mark Humphries	IT24 / KSR21 Public Contract Regulations/Contract Standing Orders	Key Strategic Risk	We might breach Public Contract Regulations 2015 and Contract Standing Orders (previously risk RE03)	- incorrect procurement (despite this being a tightly regulated area of council activity) - Lack of staff awareness - insufficient training and guidance	- procurement exercises impacting on strategy and time - adverse budget and service implications if not carried out correctly - legal challenges - slower identification, capture and delivery of savings - reputational risk.	R		15 ● 14-Dec-2020		A review and update of Contract Standing Orders is currently being undertaken, and the drive to improve compliance with legislative requirements is being further supported through the introduction of specialist procurement training for those individuals who are responsible for procurement as part of their normal duties.	02 Dec 2019
								15 ● 30-Sep-2020			
								15 ● 09-Jun-2020			
								15 ● 01-Apr-2020			

Risk Owner	Code & Name	Risk or Issue	Risk Description	Cause(s)	Consequence(s)	Impact code	Matrix	Current Score & Review History		Control Actions	Date provided
Mark Humphries; Richard Warren	IT30/ KSR83 Risk of Cyber attack on the Council's IT Infrastructure and Systems	Key Strategic Risk		Cyber attack	Financial, Reputational, Loss of Service – All of these areas would potentially be very severely impacted and affected.	R		12	08-Feb-2021	This covers the potential risk of a cyber-attack on the council's IT infrastructure, systems and data. The impact of such of an attack would have severe consequences on the Council's ability to perform its statutory and business critical services.

The Council has a number of key infrastructure systems in place to mitigate the risk of attack, but with the complex nature of its infrastructure and systems, there could potentially be vulnerable areas which may leave the Council exposed to potential attack by malicious hackers or cyber criminals.

We have recently secured the annual PSN Code of Connection and completed commissioned and external cyber security review, has provided an element of assurance but has also made a number of recommendations and suggested actions which are being | 08 Feb 2021 |
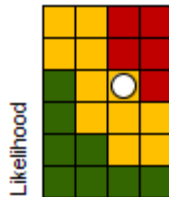
Risk Owner	Code & Name	Risk or Issue	Risk Description	Cause(s)	Consequence(s)	Impact code	Matrix	Current Score & Review History	Control Actions	Date provided
									considered for funding and implementation.	
Caroline Holland; Roger Kershaw	RE02 / KSR49 Corporate Business Plan & balanced budget	Key Strategic Risk	We may fail to develop a corporate Business Plan & set a balanced budget for 19/23 & beyond	- Reduction in Government Grant - challenges of making accurate projections of Business Rate Retention due to lack of clarity over future of London Pilot Pool	- negative impact on service provision - damage to council reputation - negative impact on staff morale - dissatisfaction of internal & external customers	FI		18 — 15-Dec-2020 18 — 17-Sep-2020 18 — 07-Jul-2020 15 — 17-Jun-2020	The MTFS has been rolled forward a year and updated for the 2019/20 outturn position. MTFS gap updated incorporating median level assumptions for DSG deficit, growth, income loss and savings unachieved due to Covid-19. Cabinet (7 Sept.'20) agreed savings targets for 2021-25 based on the updated MTFS A one year Spending Review 2020 was published on 25 November and this included Council Tax limits of 2% General 3% ASC (total 5%). Cabinet (9 November) agreed savings towards the non-covid gap and Cabinet (7 December) agreed the council tax base 2021/22, the draft capital programme and some deferred savings The COVID-19 crisis is only partly played out and when final resolution will be reached is impossible to predict at the current	09 Feb 2021

Risk Owner	Code & Name	Risk or Issue	Risk Description	Cause(s)	Consequence(s)	Impact code	Matrix	Current Score & Review History	Control Actions	Date provided
									time. There is also uncertainty arising from the implications of Brexit which are unknown but could have a significant impact.

The provisional LGF Settlement was released in w/c 14/12/20 and financial implications were included in the January 2021 Cabinet report.

We have presented a balanced budget for 2021/22 to January Cabinet.

The increasing size of the DSG deficit remains the major unresolved issue. | |
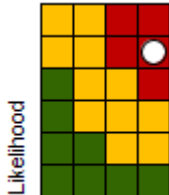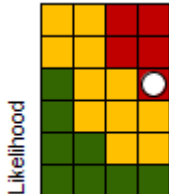
Risk Owner	Code & Name	Risk or Issue	Risk Description	Cause(s)	Consequence(s)	Impact code	Matrix	Current Score & Review History		Control Actions	Date provided
Caroline Holland; Ellis Kelly	RE16 / KSR61 Annual Savings Programme	Key Strategic Issue	Failure to deliver savings of £12.074m which have been agreed for the financial year 2020/21	We are unable to achieve planned savings due to the impact of Covid-19	- adverse impact on the authority's ability to balance its budget in the medium to long term - gap is larger than the contingency - we are required to reinstate reserves	FI		18 / 18 / 18 / 18	16-Dec-2020 / 17-Sep-2020 / 04-Sep-2020 / 07-Jul-2020	The monthly monitoring report is forecasting a shortfall in savings in 20/21 of £5.65million (46.8%). The majority of this is due to Covid-19. Delivery of savings continues to be carefully monitored and reported as they are critical to balance the budget.	05 Feb 2021
Caroline Holland; Roger Kershaw	RE20/ KSR21 Impact of COVID-19 on the Council	Key Strategic Risk	Disruption to Merton Council Services from COVID 19	COVID 19 has and continues to impact on service delivery and the generation of income to fund operations	- Need to identify and quantify the impact on service delivery and income. This impact needs to be monitored much more frequently than standard risks. - Need to re-cast MTFS to assess longer term impact as implications are identified. - Need to identify additional savings to bridge the gap in finances. - Damage to reputation	FI		12	02-Nov-2020	Silver Group meeting routinely to manage the issues emerging. COVID Risk Log created in March 2020. Managers review risks fortnightly and DMTs and CMTs review the register regularly. Additional savings have been identified. We are continuing to monitor impact on services from the Covid pandemic.	09 Feb 2021
Corporate Management Team	RE24 / KSR80 Impact of Brexit	Key Strategic Risk	We might be unable to respond effectively to the changes brought about by Brexit	- A challenging withdrawal process - Changes to procurement frameworks - Other regulatory/statutory changes - Loss of regional aid funding - Changing eligibility of EU nationals to live	- Financial uncertainty - Impact on local economy, investment & growth - Employment & skills gaps - Strain on resources - Impact on services esp. social care - Difficulty complying with statutory requirements	FI, SP, O		12 / 12 / 12 / 12	09-Dec-2020 / 17-Sep-2020 / 09-Jun-2020 / 20-Feb-2020	Officers closely monitor developments on the Brexit negotiations and the potential impact for the council, citizens and businesses. This includes reviewing the Technical Notices, guidance from the LGA and other sector related assessments of possible implications. A	17 Sep 2020
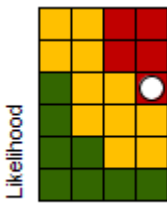
Risk Owner	Code & Name	Risk or Issue	Risk Description	Cause(s)	Consequence(s)	Impact code	Matrix	Current Score & Review History	Control Actions	Date provided
				&/or work in UK - potential impact on staff recruitment and retention - security of supplier network - short to medium term impact on LBM's pension investments - community cohesion	- inability to capitalise on post-Brexit opportunities The risk profile assumes a Brexit deal. If no deal, the risk profile will significantly increase as a consequence of the uncertainty created.				session has been held with Collective DMT to identify risks. This has been reviewed by CMT and a task group of officers from across the council meets regularly to monitor developments and how the Council responds. Cabinet considered the implications of Brexit at their November 2018 meeting and the Overview and Scrutiny Commission are reviewing the implications for citizens. One outcome of the Cabinet meeting was to establish a corporate task group headed by the CS Director to review the implications of Brexit in detail and direct appropriate actions as required.	
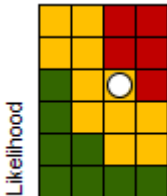
Issues Register ~ Key Strategic Issues as at December 2020

Risk Owner	Code & Name	Risk or Issue	Risk Description	Cause(s)	Consequence(s)	Impact code	Matrix	Current Score & Review History		Control Actions	Date provided
John Dimmer; Chris Lee	CPI41 / KSR53 Equalities duties	Key Strategic Risk	We may be in breach of Equalities legislation regarding new policy development, designing services and decision making (formerly RE11)	- insufficient evidence to demonstrate how equalities implications have been considered	- reputational impact for council - risk of judicial review & litigation - negative impact on service users - loss of savings.	R		12	22-Dec-2020	The key concerns still relate to service changes as a result of budget reductions. We continue to need to reduce or reconfigure services which could impact on vulnerable people. We have updated the equalities guidance to managers and a manager's bulletin was sent out stressing the importance of conducting good EAs to accompany report recommendations. COVID 19 has disproportionately impacted on some Protected Characteristics, such as Age, Disability and Race and working with Public Health we have commissioned a research project into the lived experience of COVID-19 on BAME communities. This will report into a sub-group of the Health and Wellbeing Board in the New Year. The council	22 Dec 2020
								12	17-Sep-2020		
								12	16-Jun-2020		
								12	10-Mar-2020		

Risk Owner	Code & Name	Risk or Issue	Risk Description	Cause(s)	Consequence(s)	Impact code	Matrix	Current Score & Review History	Control Actions	Date provided
									has published a response to the Black Lives Matter movement focusing on our role as an employer and as a community leader. This was well received at the JCC. Incidentally the move to virtual JCC meetings has significantly boosted attendance with well over 40 people attending recent meetings compared to below 20 previously. CMT has agreed that Black Lives Matter should be a project within the Recovery and Modernisation Programme and they receive a monthly update on progress.

The BAME Staff Forum has recently elected officers and discussions are underway with senior managers. The Council has been successful in its application to be an initial site for the implementation of a Workforce Race Equality Standard (WRES) in social care. | |
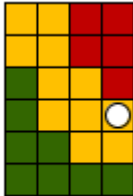
Risk Owner	Code & Name	Risk or Issue	Risk Description	Cause(s)	Consequence(s)	Impact code	Matrix	Current Score & Review History		Control Actions	Date provided
Hannah Doody	CSF04 / KSR55 Demographic changes	Key Strategic Issue	We may fail to respond adequately to increasing special educational needs and children's social care demands	Due to changing borough demographics including: - an increase in the total population in the borough - a particular increase in families with young children - a change in the mix of the population with respect to ethnicity, disability & deprivation - an increase in children with special educational needs and disabilities. Due to impact of Covid Growth in demand taking place in context of pressures on budgets - specifically savings targets of £2.8m for 19/20.	This will lead to: - Additional demand for services for children with special educational needs & disabilities - pressure for growth in children's social care & child protection interventions - increasing level of support for families with no recourse to public funds. - Budget pressures	SP		20	28-Jan-2021	Supporting the SENDIS Team to manage increasing demand for SEN Support and EHCP Continued focus on preventative services Corporate agreement to release additional emergency funding to recruit additional social workers.	28 Jan 2021
								12	21-Oct-2020		
								12	26-Jun-2020		
								12	28-Apr-2020		
Jane McSherry	CSF05 / KSR34 Insufficient school places	Key Strategic Issue	Risk that there are insufficient special school places in the borough to meet need.	This is because: - EHCP numbers are increasing significantly and we are reaching the limits on our in-borough capacity in ARPs and special schools	Insufficient special school places provided will result in: - inability to meet statutory duty to children with additional needs through local provision and more children needing to travel out of borough for their education - increased costs in independent sector special school places - increase transport costs to placements outside the borough - increased scrutiny - reputational damage	R		16	28-Jan-2021	Expansion of places at Cricket Green School completed spring 2020; expansion of Melrose School in process of being implemented. Implementation of further proposal for new ASD provision delayed due to Covid. Also considering further Additional Resourced Provision We are working to ensure that as many children's needs are met effectively at SEND	21 Oct 2020
								16	21-Oct-2020		
								16	29-Jun-2020		
								16	16-Apr-2020		

Risk Owner	Code & Name	Risk or Issue	Risk Description	Cause(s)	Consequence(s)	Impact code	Matrix	Current Score & Review History		Control Actions	Date provided
										support with the aim of preventing escalation of need. Through peer challenge process we are identifying alternative strategies to assist reducing demand for statutory assessments.	
Children, Schools & Families	CSF06 / KSR56 CSF funding & statutory services	Key Strategic Issue	CSF funding changes, budget savings & resource management may impact on our ability to provide statutory services, and this is exacerbated by the overspend on the DSG.	Causes include: Savings for 20/21 have not yet been found. - Move to national funding formula for DSG and implications for overspends - continued uncertainty regarding changes to funding regimes & external grants - concurrent additional statutory duties - demographic pressures - the impact of maintained schools becoming academies - Insufficient funding for new burdens: C&F Act; NRPF; Leaving Care and housing for care leavers. - Requirement to make significant savings over the next 3-4 years - Need to balance competing & increasing demands at a time of contracting resources & extensive change. - High needs funding is not keeping track with	Leading to: - DSG overspend and related impact on council budget - Negative impact on our ability to provide statutory services - Undermining of the Merton Model, causing additional spend pressures in targeted services. - Low staff morale - Difficulties in managing the impact of the Workforce Management Strategy - Time & effort required to manage change & meet expectations of members & central government may lead to failures in the management of ongoing operational work - High Needs Block national funding will not have desired impact in the context of rising EHCP numbers	FI		16 28-Jan-2021 16 21-Oct-2020 16 29-Jun-2020 16 28-Apr-2020		Early help and prevention a key theme of our service planning coupled with our continued focus on our statutory services. Right sizing of budgets to enable unfunded service demands to be met. Current DSG recovery plan shows that position cannot be recovered within 3 years. Through peer challenge process we are identifying alternative strategies to assist reducing demand for statutory assessments	28 Jan 2021

Risk Owner	Code & Name	Risk or Issue	Risk Description	Cause(s)	Consequence(s)	Impact code	Matrix	Current Score & Review History		Control Actions	Date provided
				demand and changes to rules on DSG overspend increase potential impact.							
Hannah Doody	CSF09 / KSR62 Intervention/ prevention commissioning	Key Strategic Issue	We may fail to recommission appropriate intervention and prevention services	Due to: - reduction in contracting with local third sector - change in delivery reports of CSF	Resulting in: - Destabilisation of the Local Strategic Partnership & Children's Trust Board partnership arrangements - reduced service delivery - an increase in reactive, rather than pro-active, services - adverse reputational impact - political impact	R		12 ⚠ 28-Jan-2021 12 ⚠ 21-Oct-2020 12 ⚠ 26-Jun-2020 12 ⚠ 16-Apr-2020		Not all re-commissioning activity is currently underway as a result of Covid. Impact of delay to be monitored. The integration of existing council services as part of the review of Early Help in Merton will enable us to commission more effectively.	21 Oct 2020

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Section D

Performance Management Framework

D) PERFORMANCE MANAGEMENT FRAMEWORK

Introduction
Merton launched its Performance Management Framework in 2004. Performance management enables us to ensure that we are constantly meeting our goals, whilst simultaneously allowing us to identify best practice and address areas of concern. It provides the framework for consistently planning and managing improvements to our services. Sustainable improvements in services are unlikely to happen without this framework.

The framework undergoes annual review and updating when required, to ensure that it remains current and reflects changes within the organisation and outside.

We are committed to delivering customer-focused services. To achieve this, it is essential that we measure our performance, both against our own intentions and the performance of others, and that we use that information to improve local services

Everyone in the organisation has a part to play in monitoring our services and achieving the ambitions and objectives set out in the Business Plan.

Why measure performance?
- Timely and accurate performance data highlights areas where we are doing well, and areas which need improving
- It enables our managers to monitor performance, manage effectively, and plan for the future of the service
- It allows for early identification of problems and enables us to put actions in place to address/rectify the situation
- Performance data assists the decisions makers within the council and provides the evidence to inform their decisions and support change and improvement
- What gets measured is more likely to be actioned

Why do we need a Performance Management Framework?
Central Government introduced the Single Data List in April 2011. This reduced the burden of performance monitoring and audit and inspection by central government, placing greater responsibility for this on local government. As a result, it is even more important that we manage and monitor our performance. We must ensure that our Performance Indicators are robust, challenging and realistic, enabling us to achieve and deliver our objectives.

What is our Performance Management Framework?
Our Performance Management Framework clarifies the overall approach the council takes to managing performance. The Framework should also be considered alongside the council's Risk Management and Data Quality Strategies.

Our framework helps us all to understand:

- what we are trying to achieve as an organisation
- how we intend to achieve this
- how we will monitor and report progress
- how the contribution of staff, managers, teams and departments relate to each other and help deliver the targets set for the whole organisation

The framework has three elements

- The planning framework
- The planning, monitoring and review cycle
- Taking responsibility for results

The planning framework

The performance management framework is represented by the performance triangle which shows how the plans align. We call this "the Golden Thread".
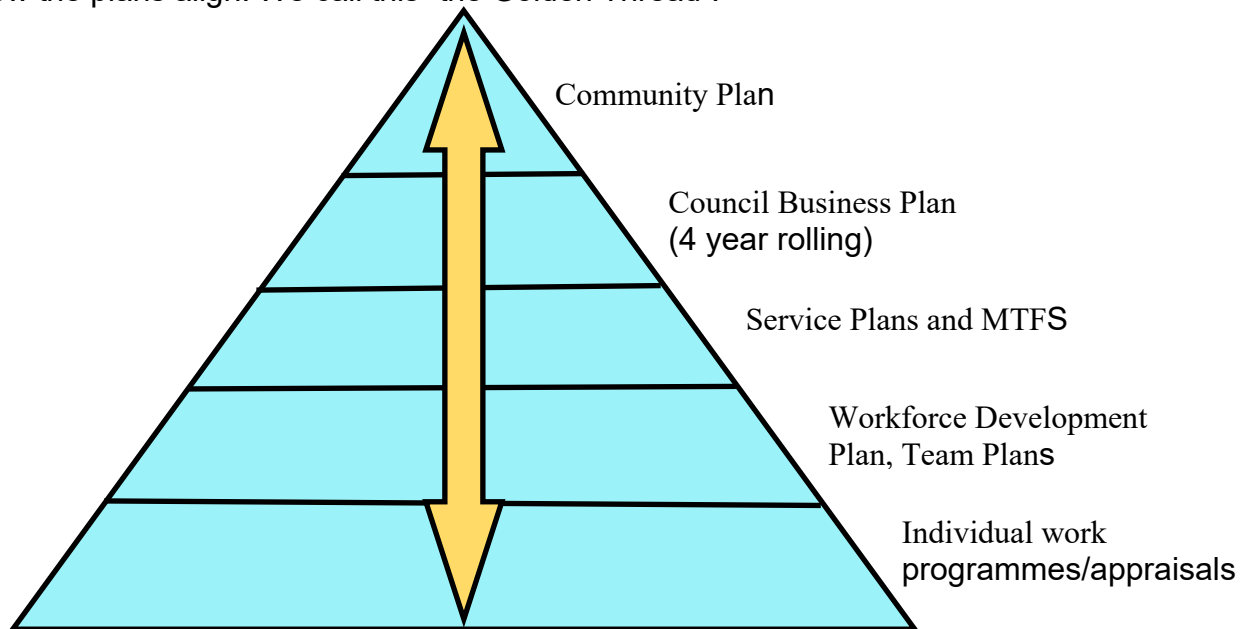
The key aspects of the Golden Thread are:

- The **Community Plan** has been developed by the Merton Partnership and sets the overall direction and vision for the borough.
- The **Business Plan** sets out the Council's priorities for improvement over the next four years. The Business Plan is reviewed every year to ensure that it always reflects the most important improvement priorities.
- Service Plans are reviewed every year to ensure they outline the key issues and priorities for the department.
- The Medium Term Financial Strategy (MTFS) outlines how much money we expect to receive over the next four years and in broad terms what we expect to be spending this on.

- The Workforce Development Plan is focused on making the best use of the skills of staff to deliver the services residents demand and deserve
- Individual Appraisals take place twice a year and are used to agree individual work programmes and targets.

The planning, monitoring and review cycle

The planning, monitoring and review cycle shows how we continuously monitor, review and revise our performance in order to improve our services

The cycle has four phases and takes place on an annual basis to support the development of the next four year rolling Business Plan and agreement of the next year's budget.

- **Planning**

We identify where we are now by looking at the results we are achieving against our performance indicator targets detailed in our service plans, the results of satisfaction surveys such as Residents Surveys and other inspection results. Our corporate ambitions and objectives describing where we want to be are laid out in the Community Plan and the Business Plan, and are reflected at a more local level in service plans, and targets in annual appraisals.

- **Doing**

To get to where we want to be, we need to maximise our capacity to deliver the actions laid out in the various plans, and use our performance management and appraisals systems to ensure that we remain on course.

- **Reviewing**

By monitoring and managing performance, consulting with our partners and service users, and benchmarking against other providers, we can assess how we are doing, our progress towards achieving our ambitions, and what we can learn from the good practice of others.

- **Revising**

It is important that our services evolve to meet the needs of our residents. Having reviewed our performance we may find that we need to change what we are doing, or that we need to revise our ambitions and objectives in order to continuously improve as an organisation.

To maximise the cycle's effectiveness we have an agreed timetable for the process which takes into account both performance and financial considerations. This timetable enables Councillors to agree objectives, and allocate resources based on community views and needs, and accurate performance information. These objectives are translated into planned outcomes and performance targets.

Taking responsibility for results
Everyone has a responsibility to contribute towards improving Merton, working within the performance management framework. This ensures that measurable activities at individual, team and service levels translate into outcomes.

It is the responsibility of the owner of each performance measure to ensure that details of the measure are clearly articulated. They must also ensure that adequate collection, recording and validation processes are in place to enable effective monitoring and reporting in line with the council's Data Quality Strategy.

The methodology for measuring and reporting upon our performance indicators from 2021-22 onwards will be collated and retained by the corporate performance lead in order to ensure that our data collection processes remain as robust and accurate as possible.

Performance Management Systems and Collection Arrangements
Performance against service plan measures has been captured and reported via our
Performance Management System (Pentana).

On the first working day of each month, departmental performance leads are notified that
performance data must be uploaded onto the system by a specified deadline. A full
performance dashboard is run monthly for internal monitoring purposes by the Departmental
Management Teams.

Performance Monitoring reports were formerly presented to CMT on a monthly basis, but are
now presented on a quarterly basis (this actions another recommendation from the 2019
Internal Review of Corporate Working). The quarterly performance reports are now focused
on exception reporting and provide detailed trend-based analysis in order to enable better
decision-making at the corporate level. The new format report also recognises good
performance and identifies the interventions which have led to improvement in performance.
The quarterly performance dashboard is published on both the internet and intranet giving
staff, Members, residents and the public access to up to date performance data detailing
how the council is performing against its targets.

Roles and responsibilities
The roles and responsibilities are outlined below:

Role	Responsibility
Individuals	All staff have a responsibility to deliver the tasks/actions which have been agreed in their appraisal, and to understand how their work contributes to team, departmental and council goals.
Managers	All managers have responsibility for supporting their staff through the appraisal process and regular reviews. They must also show commitment and accountability by leading through example. Managers should ensure that their team have regular meetings to share information, review progress of their divisional and team plans, develop ideas, identify areas for the next plan and agree the way forward on a variety of team and work issues. Managers should use these meetings to raise issues around corporate priorities, tell staff about developments within the department and the council, and to cascade information about performance to staff.
Heads of service	Heads of service report to Directors and are responsible for overseeing the performance of service units within their remit. They take a key role in the development and monitoring of their service plan at their DMT. They may also take on or contribute to wider corporate projects.
Departmental Management Teams (DMT's)	DMT's monitor their department's performance information and are responsible for identifying appropriate actions to address under-performance. DMT's make sure that every manager in the department knows and understands the planning cycle and performance management

Role	Responsibility
Directors	Each Director is responsible for the performance of their department. They must make sure that appropriate reporting arrangements are in place with their DMT's to enable them to monitor performance. Directors demonstrate commitment to the performance management framework by leading its implementation within their department. They make sure their service plans are monitored at least every two months and regularly provide progress reports to the Chief Executive and appropriate Cabinet portfolio holder(s). Directors also have collective responsibility for corporate improvement, as members of Corporate Management Team (CMT)
Corporate Management Team (CMT)	CMT comprises the Chief Executive and the Directors of the four departments. Its role is to focus on the 'big issues' facing the council and develop the organisation's strategic approach and service delivery. CMT reviews performance monthly and it can ask DMT's to review areas of concern and agree management action to address under-performance.
Cabinet and Elected Members	Ultimately, councillors are responsible for setting the direction of the Council and developing and agreeing its priorities. They do this by developing policy, setting strategic targets, monitoring progress, and agreeing the framework for continuous improvement.
Full Council	Members receive regular reports on progress against the strategic themes, including any relevant performance information and can use these meetings as an opportunity to ask Cabinet members questions about performance issues.
Overview and Scrutiny	Overview and Scrutiny panels have regular performance monitoring task groups to examine performance data, detect trends and identify key areas of concern. They are responsible for challenging Cabinet to ensure that they are fulfilling their responsibilities. If they identify any areas of concern, then they can ask Cabinet members and officers to attend meetings to answer questions. If they have wider concerns about the performance of a service area then they can carry out a scrutiny review into a particular area.

Help and advice

If you require any guidance or advice with regards to Performance Management or have any queries please contact a member of the Policy, Strategy & Partnerships team

Corporate Indicator Set 2021-22

The Corporate Indicator set is selected by the Corporate Management Team (CMT) to monitor the effectiveness of the Council as a whole. They are drawn from the Service Plan indicators.

There are a total of 58 Corporate Indicators for 2021-22. Performance of 47 will be reported to CMT quarterly, whilst the remaining 11 are Annual indicators so performance of these will only be reported to CMT at year end. 100% of the 2020-21 Corporate Indicators have been retained.

The final corporate set for 2021/22 is shown in the tables below, together with their performance targets and polarity.

Corporate Indicator Set for 2021-22 – Performance Reported Quarterly

Dept	Code	Indicator Description	Polarity	2021/22 Target
Children, Schools & Families	CRP064	% children who become subject of Child Protection Plan for a second or subsequent time	Within range	12-20%
Children, Schools & Families	TBC	Care Leavers who are in suitable accommodation	High	95%
Children, Schools & Families	TBC	% of single assessments completed within 45 days	High	100%
Children, Schools & Families	TBC	% of fostered children living in in-house provision	High	60%
Children, Schools & Families	TBC	Percentage of children in our care who are placed more than 20 miles away	Bench mark	Better than London average
Children, Schools & Families	CRP092	% 16 - 17 year olds Not in Education, Employment or Training (NEETs)	Bench mark	To be below London average
Children, Schools & Families	CRP088	% of new EHCP requests completed within 20 weeks	Within range	50-60%
Children, Schools & Families	TBC	% of total 0-5 year population from areas of deprivation (IDACI 30%) whose families have accessed children's centre services	Within range	55-65%
Community & Housing	CRP095	No. of DTOCs - Adult Social Care delays only	Low	TBC by NHSE
Community & Housing	TBC	Safeguarding Concerns to Enquiry Conversion Rate	High	31%
Community & Housing	CRP056	No. of carers receiving services and/or information and advice	High	1200
Community & Housing	CRP057	% of people receiving "long term" community services	High	72%

Dept	Code	Indicator Description	Polarity	2021/22 Target
Community & Housing	CRP061	Number of households in temporary accommodation	Low	240
Community & Housing	CRP062	Number of homelessness preventions	High	450
Community & Housing	CRP060	Number of people accessing the library service online	High	235,000
Community & Housing	CRP059	No. of people accessing the library by borrowing an item or using a people's network terminal at least once in previous 12 months	High	56,500
Corporate Services	TBC	% Ombudsman investigations answered in time	High	90%
Corporate Services	CRP083	% Ombudsman complaints partially or fully upheld	Low	60%
Corporate Services	CRP041	% FOI requests dealt with in time	High	90%
Corporate Services	TBC	% complaints dealt with in time	High	90%
Corporate Services	CRP037	% complaints progressed to Stage 2	Low	9%
Corporate Services	TBC	Digital take up (CRM Services)	High	61%
Corporate Services	TBC	Number of volunteers recruited through MVSC	High	350
Corporate Services	CRP013	% positive and neutral media coverage tone	High	75%
Corporate Services	TBC	First contact resolution (Merton Link)	High	75%
Corporate Services	CRP080	No. of working days per FTE lost to sickness absence excluding schools	Low	7
Corporate Services	TBC	Voluntary turnover rate (the rate of resignations)	Low	12%
Corporate Services	TBC	First time fix rate for IT Service Desk	High	75%
Corporate Services	TBC	% System Availability	High	99%
Corporate Services	CRP018	% Council tax collected	High	97.25%
Corporate Services	CRP036	% Business rates collected	High	97%
Corporate Services	CRP086	Number of processing days for new Housing Benefit claims	Low	14
Corporate Services	TBC	Delivery against current year MTFS Savings targets	High	100%
Environment & Regeneration	CRP051	Major planning applications processed within 13 weeks	High	80%
Environment & Regeneration	CRP052	% of minor planning applications determined within 8 weeks	High	72%

Dept	Code	Indicator Description	Polarity	2021/22 Target
Environment & Regeneration	CRP053	% of "other" planning applications determined within 8 weeks	High	83%
Environment & Regeneration	CRP045	Income (Development & Building Control)	High	£1.966m
Environment & Regeneration	CRP044	Parking services estimated revenue	High	£23.518m
Environment & Regeneration	TBC	Average Performance Quality Score (Litter and Cleansing Standards)	High	5
Environment & Regeneration	TBC	% of service requests with an initial response within the "defined timescale"	High	90%
Environment & Regeneration	TBC	% of ASB cases acknowledged within the service timescale	High	95%
Environment & Regeneration	TBC (CRP048 redefined)	Sites surveyed on local street inspections for litter that meet the required standard (monthly) and quarterly in line with NI195 reporting	High	87
Environment & Regeneration	TBC	Sites surveyed that meet the required standard for detritus	High	80
Environment & Regeneration	TBC	% of household waste recycled and composted	High	45%
Environment & Regeneration	TBC (CRP093 redefined)	Number of refuse collections including recycling and kitchen waste (excludes garden waste) missed per 100,000	Low	65
Environment & Regeneration	TBC	% of flytips removed within 24 hours	High	95%
Environment & Regeneration	TBC	% of street cleansing reports rectified within the contract standard time frame	High	90%

Corporate Indicator Set for 2020-21 – Performance Reported Annually

Dept	Code	Indicator Description	Polarity	2021/22 Target
Children, Schools & Families	CRP069	% outcome of Ofsted schools inspections good or outstanding	High	95%
Children, Schools & Families	CRP090	Merton pupil average Attainment 8 score	Bench mark	Top 10% of country
Children, Schools & Families	CRP091	Merton pupil average Progress 8 score	Bench mark	Top 10% of country
Community & Housing	TBC	% learners from deprived wards	High	32%
Corporate Services	TBC	Number of new electors added to the register of electors	High	25,000

Dept	Code	Indicator Description	Polarity	2021/22 Target
Corporate Services	CRP016	The level of CO_2 emissions from the Council's buildings	Low	TBC
Environment & Regeneration	TBC	Carriageway condition - unclassified roads defectiveness condition indicator	High	75%
Environment & Regeneration	TBC	New Homes built annually	High	918
Environment & Regeneration	TBC	Number of publically available Electric Vehicle charging points	High	200
Environment & Regeneration	TBC	Number of monitoring stations that meet annual Particulate air quality objectives	High	TBC
Environment & Regeneration	TBC	Number of monitoring stations measuring below the Nitrogen Dioxide air quality objectives	High	TBC

Section E

Service Planning

E. SERVICE PLANNING

Our draft Service Plans, and Commissioning Plans are set out in the following pages. As well as Service Plans we have three Commissioning Plans for our commissioned services delivered by third parties:

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

Service Plans and Commissioning Plans were developed by service departments during the 2021/25 Business Planning process.

A new template for Service Plans is being trialled for 2021/22. The new Service Plans have four sections:

1. Overview – setting out the key outcomes for the service, links to the Council's ambition and contextual information.
2. Where we are now – a summary of progress from the previous year.
3. Delivery plan – objectives, activities and performance measures
4. Financial summary – budgets and forecasts

Service Plans and Commissioning Plan are set out below for each Department.

Children, Schools and Families	Community and Housing	Corporate Services	Environment and Regeneration
Children's Social Care	Adult Social Care - Commissioning	Corporate Governance	Development & Building Control
Education	Adult Social Care – Direct Provision	Customers, Policy & Improvement	Future Merton & Highways
	Adult Social Care – Learning Disabilities	Human Resources	Leisure & Cultural Development
	Adult Social Care - Operational	Infrastructure & Technology	Parking
	Housing Needs & Enabling	Resources	Parks & Green Spaces
	Libraries	Revenue & Benefits	Property
	Merton Adult Education		Regulatory Services Partnership
	Public Health		Safer Merton
			Transport
			Waste Management & Cleansing

Children Schools & Families

Service Plan for: Children's Social Care and Youth Inclusion			
Service Manager:	El Mayhew, Asst Director (Children's Social Care & Youth Inclusion)	Cabinet Member:	Cllr Eleanor Stringer

Overview of the service

Children's Social Care and Youth Inclusion (CSC & YI) Division delivers a range of legal and statutory functions to children in need, children at risk of harm, children in care, care experienced young adults and children under the supervision of youth justice services (YJS). The Division is registered with Ofsted as a Fostering Agency and an Adoption Agency.

CSC works with children who meet the threshold for statutory social work assessments and interventions. Over the 2019/20 financial year, there were 6002 contacts and 1801 referrals to social care. At the 31st March 2019, 154 children were looked after and 91 children were subject to a Child Protection plan. There were 169 young adults who met the care experienced young adult eligibility criteria (as at 31 March 2020). There were 33 first-time entrants to the YJS. The Fostering Service recruits, assesses and supports Merton foster carers. The Adoption Agency works in partnership with Adopt London South to secure forever families for children who are unable to safely remain in the care of their birth family. The Access To Resources Team oversees placements and commissioning for children in our care and care experienced young adults. Our strategies and annual sufficiency statements drive placement and commissioning decisions and the recruitment of in-house foster carers.

The Division collaborates strategically and operationally with services and partners in the regional and local children's network (and in particular the council-run Family Wellbeing Service). These interfaces contribute to the effectiveness of the safeguarding and Early Help arrangements for Merton children and families as part of a holistic service offer.

Merton has lower rates of children in care than the majority of London Boroughs, as well as lower rates of first-time entrants to the criminal justice system. CSC & YI work alongside Merton 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 intervention at the lowest appropriate level. This approach allows us to promote the strengths and resilience of Merton families and communities in safely caring for their children, minimising the use of costly statutory interventions.

Our Youth Inclusion Service provides a range of targeted services to support vulnerable young people and their families. We work with young people who require statutory intervention to address their offending, those who are at risk of exploitation and contextual harms as well as those children who have left care.

Merton's ambitions

Support our most vulnerable residents of all ages
Maintain a clean and safe environment
Create a great place to grow up and live in
Build resilient communities
Bridge the gap and reduce inequalities
Continuously improve

What do we need to do?

Customer Insight	Data and intelligence	National / Regional policy implications	Working to be London's Best Council
Merton children, young people, families and carers use the services delivered by CSC & YI.

We actively seek feedback from children and families about their experiences. We use learning from feedback and complaints to improve our practices and services through our Learning & Improvement Board.

We encourage our children in care and our care experienced young adults to express their views and contribute to service improvements through Children in Care Council activities and attendance at the Corporate Parenting Board.

The introduction of tri-annual practice weeks and a monthly audit cycle, as part of our quality assurance framework captures regular feedback from children and families about how they experience their interventions. | It is not yet clear what the medium to long-term impact of the coronavirus pandemic will be on children and families in Merton.

The number of children being referred to CSC & YI has remained consistent with previous years however 2020/21 has seen a rise in the total number of children being supported by CSC & YI and the complexity of their needs. This is evidenced by a 22% increase in child in need plans; a 32% rise child protection investigations and a 52% rise in children with a child protection plan.

We know that children and their families have not been able to access the support and resources of their wider families and communities during the pandemic restrictions. For some families this has negatively impacted on their mental wellbeing, parenting and family relationships. | Since the pandemic, we have been responding to continuous changes to government guidance in relation to ensuring the safety of our teams as well as the children and families with whom we work.

Outside of Covid, the government is considering the introduction of regulation in the semi-independent housing sector. This will have an impact on our commissioning and placement processes.

The government is also considering changes to the responses to unaccompanied asylum seeking children with specific changes to the way in which children entering the UK are dispersed.

At regional level, the Metropolitan Police is in the process of updating a number of multi-agency protocols and agreements. In some instances, there has been limited consideration to existing processes.

The CCG has also aligned and re-configured services. During the Covid pandemic, we have experienced the re-deployment of health visiting resources. This has had an impact on visiting Merton children and their families. | In February, we finalised our self-evaluation and developed an action plan containing key actions to focus our improvement activities effectively. We furthermore adjusted practices during the Covid pandemic to ensure the most vulnerable children and those with social workers could continue to access education.

A recent Ofsted assurance visit confirms that 'the most vulnerable children and families in Merton have benefited from a high level of protection and support throughout, and despite, the Covid-19 emergency'. Furthermore, 'children and young people in Merton's care have continued to make good progress and have been protected'.

We continue to focus our improvement activities on a small number of key areas in anticipation of a full inspection once the inspection regime re-starts. |

Where are we now?		
Objectives from the last service plan refresh:	**Progress made against objectives:**	**Close / carry forward?**
Early Help and Family Wellbeing Service - implementation and mobilisation of new Family wellbeing service - review of allied teams and services with CSC& YI and the Education Division to support improved ways of working.	Re-structure in support of the Early Help reforms has been delayed due to Covid-19 pandemic. Re-structure proposals are prepared and ready for sign-off at DMT pending financial approval. Developed an action plan for the combined front door and changes are being mobilised.	Carry forward
Contextual Safeguarding	Children's Social Care and Youth Inclusion have implemented a Contextual Harm protocol with supporting guidance and tools. The Multiagency Risk, Vulnerability and Exploitation (MARVE) Panel Terms of Reference have been updated to align. Actions in regard to contextual safeguarding are embedded within the Children and Young Person's Plan, Children's Social Care Improvement Plan, the Crime Prevention Plan and Violence Reduction Unit plan. The Contextual Safeguarding partnership strategy is due for sign-off in January 2021. Ongoing work required to deliver the action plan from the strategy. Re-structure proposals to improve service alignment in support contextual safeguarding approaches have been considered and signed-off at DMT.	Carry forward
Supporting Technology and Infrastructure	Having commissioned a diagnostic report into the existing case management system (Mosaic), CSF successfully secured corporate investment to make the necessary repairs. We have now recruited Mosaic developers who are delivering an extensive programme of work. We have put in place revised and stronger cross-directorate governance and oversight arrangements.	Carry forward
CSC&YJ Workforce - review existing structures to better align delivery to need and priorities - recruitment and retention strategy - development of Practice Model -	Re-structure has been delayed due to covid-19 pandemic. Re-structure proposals are prepared and ready for sign-off at DMT pending financial approval. Recruitment and Retention: There has been an updated recruitment and retention strategy policy and approach. We are currently revising and refreshing our This includes efforts to improve our external branding and advertising via the web. Proposals to introduce enhanced benefits for children's social workers to improve retention and recruitment declined by CMT. Recruitment and retention considerations form part of re-structure proposals. Practice Model: Learning from quality assurance and auditing processes have informed future amendments to the existing	Carry forward
Innovation work streams - Mockingbird Programme - Family Networking - Emotional wellbeing in children in care service -improve semi-independent accommodation offer	Mockingbird Programme: delayed due to Covid. Now recruited Home Carer. Looking to implement first satellite over the winter. Family Networking: staff training completed. practice guidance drafted. Processes amended - soft launch in MASH/First Response. Wider roll-out scheduled. Emotional wellbeing: project completed. Learning and insight gained has been incorporated into amended processes and practice. This will not be carried forward as project has been completed. Semi-independent accommodation offer: exploration and consultation work with care experienced young people and wider stakeholders. Findings informed updated sufficiency strategy. Proposals for operationalisation now being considered.	Carry forward
Early Help (Front Door/Thresholds) - review current wellbeing model (thresholds document) - put in place integrated responses based on shared understanding of risk and need	Developed MASH Task and Finish Group (multi-agency professionals). Updated Merton Wellbeing Tool to an effective support guidance. This now complies with statutory requirements. Developed a combined 'request for services' to provide a single pathway for residents and professionals.	Close
Supported living for care experienced young people - review commissioning approach	Initial proposals developed with input from across the council and from housing providers. These have been considered at Corporate Parenting Board. Detailed business case being compiled based on this scoping work. Shared Lives project is being extended to care experienced young people on the edge of adult services. Consultation period with young people scheduled early 2020.	Carry forward

How will we get there?								
Service Objective 1				Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions				
Embed the council's approach to Early Help and the interfaces with the Family Wellbeing Service				Support our most vulnerable residents of all ages				
				Bridge the gap and reduce inequalities				
				Create a great place to grow up and live in				

Performance Measures

Indicator	*2019 / 20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	Frequency	Polarity
Number of contacts to the front door	5267	Does Not Apply	n/a	n/a	n/a	n/a	n/a	Quarterly	Low
% of contacts into referrals to children's social care	24%	Does Not Apply	n/a	n/a	n/a	n/a	n/a	Quarterly	High
Number of CIN Plans		Does Not Apply	n/a	n/a	n/a	n/a	n/a	Monthly	Low
Number of two-year olds who are accessing two-year old funding per term	420	Amber	450	450	450	450	450	Annually	High
% of total 0-5 year population from areas of deprivation (IDACI 30%) whose families have accessed children's centre services	54%	Does Not Apply	55-65%	55-65%	55-65%	55-65%	55-65%	Quarterly	Within Range
% of single assessments completed within 45 days	N/A	Does Not Apply	100%	100%	100%	100%	100%	Quarterly	High
% children who become subject of Child Protection Plan for a second or subsequent time	20%	Green	12-20%	12-20%	12-20%	12-20%	12-20%	Quarterly	Within Range
Number of children who have been/are excluded (permanent or fixed term)	N/A - New indicator for 2020-21	Does Not Apply	n/a	n/a	n/a	n/a	n/a	Quarterly	n/a

Project / activity name	Description					Proposed start date	Proposed end date
Multi-agency approach to Early Help	Following the safeguarding partnership's agreement of thresholds, work with partners to embed the approach to supporting children and families in Merton as outlined in the 'Effective Support' Practitioner					Apr-21	
Mobilise combined front door	Re-organise the MASH staffing resources and processes to enable children, families and professionals to access help, advice and services which meet children's identified needs.					Apr-21	
Effective interface between statutory and Early Help services	Develop and embed robust step-up and step-down processes					Apr-21	

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Financial uncertainty regarding CSC&YI re-organisation proposals	*Work with finance and HR to clarify budget envelope.*
Divergent views of the early help thresholds and capacity of the wider partnership to provide effective early help interventions.	*Effective application of thresholds and clarity of remit of FWB. Work with partners to strengthen universal and Early Help services in the borough.*
Divergent views regarding thresholds and processes for step-up and step-down of services in response to the changing needs of children and their families.	*Clear thresholds articulated in the Effective Support Practitioner Guidance and step-up and step-down processes agreed across services*

Impact on the customer/end user

Focus on three key outcomes:
- better outcomes for all children
- reduction in statutory interventions
- receiving the right service, at the right time and the right place

Partners / interdependencies

Key link to Education and Early Help Division who run the Family Wellbeing Service
Via the Merton Safeguarding Partnership Board, link with statutory partners (Police, Health) as well as non-statutory agencies (Education, vol sector).

Service Objective 2		Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the
Embed Contextual Safeguarding approaches across the CSC & YI system and structures.		Support our most vulnerable residents of all ages
		Create a great place to grow up and live in
		Build resilient communities

Performance Measures

Indicator	2019 / 20 Actual	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	Frequency	Polarity
Number of children known to the authority who are at risk of Child Sexual Exploitation, Child Criminal Exploitation or Serious Youth Violence	52	n/a	n/a	n/a	n/a	n/a	n/a	Monthly	Low

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description					Proposed start date	Proposed end date
Launch and embed contextual harm strategy and tool kit.	Work with partners to develop safeguarding responses to contextual harm.					Apr-21	
Mobilise contextual harm specialist resource within the safeguarding service	Re-align specialist resources within safeguarding service.					Apr-21	
Review multi-agency MARVE and missing arrangements	Review and revise existing multi-agency processes					Apr-21	
Scale-up programme	Develop and implement improved contextual safeguarding practice						

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Financial uncertainty regarding CSC&YI re-organisation proposals	*Work with finance and HR to clarify budget envelope.*
Financial uncertainty regarding MOPAC and other grant-funded resources	*Networking and horizon scanning to identify new and future grant funding opportunities*

Impact on the customer/end user

Improved safeguarding for adolescents at risk of contextual harm.

Partners / interdependencies

This is a multi-agency strategy. Input from Police, Education, health partners and voluntary organisations.

Service Objective 3	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the
To have in place effective IT infrastructure that supports the delivery of social work practice and youth justice interventions.	Continuously improve

Performance Measures

Indicator	2019 / 20 Actual	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	Frequency	Polarity
n/a									

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description					Proposed start date	Proposed end date
Oversee a programme of restorative work to repair existing Case Management System (Mosaic)	Based on findings from diagnostic work, implement key projects to repair Mosaic.					Nov-20	Nov-22
Introduce and embed Early Help workflows in support of the introduction of the combined front door.	Case recording on Mosaic needs to be enabled to ensure Early Help work is captured and overseen.					Mar-21	Apr-22
Effective statutory and performance data reporting	Improve the effectiveness and ability to report data by identifying software solutions.					Apr-21	
YJS Case Management System	Re-commissioning YOT Case Management system with a view to create greater synergy with existing MOSAIC system in use in children's social care.					ongoing	Jul-21

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Not completing the work in time	*close oversight and prioritisation via Mosaic Change Board*
Lack of ongoing development resource to make Mosaic improvements beyond repair work	*Raised on directorate risk register.*
Absence of reporting tools impact on ability to use data effectively	*Explore options for piloting and investing in service's existing IT infrastructure.*

Impact on the customer/end user

Better user environment for social workers.
Improved ability to oversee and scrutinise practice

Partners / interdependencies

Input from across the directorate is required.

Service Objective 4

	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the
Supporting our workforce to deliver effective interventions to children and their families	Support our most vulnerable residents of all ages
	Create a great place to grow up and live in
	Continuously improve

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Number of vacancies	20	n/a	n/a	n/a	n/a	n/a	n/a	Annually	Low
Average Caseloads	16.8	n/a	n/a	n/a	n/a	n/a	n/a	Annually	Low
Proportion of agency staff	18.2	n/a	n/a	n/a	n/a	n/a	n/a	Annually	Low

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Recruitment and Retention	We will take on a second Frontline Unit in September 2021, and continue rolling recruitment for permanent social workers	Apr-21	Sep-21
Launch revised practice model	The practice model is being revised and simplified to support relationship-based practice and the consistent understanding, application and training of the model across the Service.		
Mobilise new structure following re-organisation.	A whole service reorganisation is to be consulted on. This proposal builds in enhanced progression opportunities and learning and development support for the service.		

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Financial uncertainty in relation to CSC&YI re-structure	Work with HR and finance to clarify the budget envelope
Increased social worker caseloads will deter permanent recruitment and the number of agency social workers seeking transfer to permanent posts.	Re-organisation proposals and annual budget setting ensure sufficient social worker resource available to meet demand.
Retention of staff will depend upon the training, development and career progression opportunities being available.	The proposed reorganisation builds in progression and development opportunities.

Impact on the customer/end user

Children and Families experience reduced number of change of social worker
Service is more cost-effective due to less reliance on agency staff.
increased workforce stability provides more effective interventions with children and families

Partners / interdependencies

Highlight any interdependencies where other council services or partner organisations are linked to the delivery of this objective. If referring to another council service, please include the name of the team and department.

Service Objective 5

	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Deliver service innovations to improve service delivery	Continuously improve
	Create a great place to grow up and live in

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
% foster children living in in-house provision.	60%	Green	60%	60%	60%	60%	60%	Quarterly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Mockingbird	Further roll out of and embedding of the Mockingbird model to support foster care recruitment.	Apr-21	Nov-21
I-thrive and emotional well-being pilot in schools.	Alignment of thresholds and practice approaches in children's social care with the emerging I-thrive model.	Nov-20	Jul-21
Family Networking	Review and improve Merton's existing family networking approach.		
Social Workers in Schools	The SWIS pilot will run until July 2021 and will be overseen by a SW qualified TM in the SACP service.		

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Future DFE funding with regards to SW in Schools	Work with DfE and explore ways of making this service financially sustainable as part of considerations around the CSC&YI re-structure
Financial uncertainty with regards to the re-organisation impacts on decision around future of family networking	Work with HR and finance to agree budget envelope
Lack of senior leadership capacity following the departure of key members of staff.	Restructure to ensure sufficient senior leadership oversight.

Impact on the customer/end user

The SWIS project identifies vulnerable teenagers early where there may be concerns / needs and therefore by seeing the young people at school, the SW is viewed as a supportive member of the school staff team, increasing confidence in the role of the SW and increases the potential to alleviate problems before they escalate to statutory involvement.

Partners / interdependencies

Service Objective 6

	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Increase the availability of good quality and cost-effective accommodation for children in care and care experienced adults for whom LB Merton has statutory duties	Bridge the gap and reduce inequalities
	Statutory requirement

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
% of care leavers in suitable accommodation	93%	Amber	95%	95%	95%	95%	95%	Monthly	High
Percentage of children in our care who are placed more than 20 miles away	N/A	Does Not Apply	Better than London average	Better than London average	Better than London average	Better than London average	Better than London average	Quarterly	Benchmark

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Diagnostic work	A review of existing properties and their potential for use as accommodation options for our children in care and care leavers. This includes council-owned properties such as care takers lodgings.	Nov-20	
Children's homes/cost-benefit analysis	Producing a full business case providing evidence of viability of developing in-house children's home provision.	Apr-21	
Commissioning Strategy	Reviewing and revising existing commissioning processes with a view to broaden pool of accommodation providers.	Nov-20	Jul-22
Shared Lives	Expansion of existing shared lives project to include children with care experience.	Apr-21	Mar-22

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Corporate ownership to develop robust cost-benefit analysis.	Ensure corporate buy-in through existing corporate structures - including making the case as part of Merton's Covid recovery work.
Local housing strategies and sufficiency does not focus on the housing needs of children in our care and those with care experience.	Ensure the housing needs of children in our care are captured and reported on.

Impact on the customer/end user

Children in our Care and adults with experience of care access high quality accommodation in the borough

Partners / interdependencies

Housing and Housing providers
Corporate Parenting Board

People
- CSC&YI is due to launch a consultation on a planned re-structure. This will enable the delivery of effective social work services within allocated funding envelopes. - Training budgets for children social care are devolved and will remain so. As part of training innovation, CSC&YI is considering the launch of a 'Social Work Academy' - Remote working is likely to continue beyond the end of the pandemic, with workers utilising the flexibility that working from home brings. Training about the use of various communication platforms will be required. - Access to personal protecting equipment is likely to continue so that social workers are enabled to carry out their duties safely.

Technology
Following a diagnostic report into the existing Mosaic system, a programme of extensive repair work has been launched. This is likely to remain the main focus of this division. As a division, we want to learn and retain from the way in which we have utilised technology during lock-down. Where safe and commensurate with the child/families wishes, we have developed our practice around new virtual communication platforms. We have used technology to assist with visits (rather than conducting these face-to-face). We will continue to use a variety of communication platforms to speak to each other and our service users. This will require ongoing investment and training. This will require continued support and effective joint working with the IT team and external service providers.

Service improvement
Our existing Improvement Plan will be updated to reflect the recent findings from the Ofsted visit. We continue to prepare for the full ILACS inspection and Youth Justice Inspection and have in place governance and processes to do so One area we are focusing our attention on is improving professional Children's Social advice in support of the EHCP assessment process.

Financial Summary
Key uncertainties moving forward within Children's Social Care will be the impact of the Covid19 outbreak, it is not yet clear how this will impact on the demand for services going through but many feel an increase in likely. In addition a restructure is planned for the near future and budgets will need to be reconfigured with this in mind either towards the end of this financial year or through next year.

DEPARTMENTAL BUDGET AND RESOURCES

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Expenditure	**24,095**	**24,800**	**23,107**	**77**	**23,106**	**23,267**	**23,427**	**23,587**
Employees	10,757	10,318	9,689	2,146	10,082	10,082	10,083	10,084
Premises	60	59	12	(13)	32	32	33	33
Transport	227	296	204	(127)	207	210	213	216
Supplies & Services	739	1,251	522	(252)	530	538	546	554
3rd party payments	9,861	10,401	10,293	(1,678)	9,681	9,829	9,978	10,126
Transfer payments	0	0	0	0	0	0	0	0
Support services	2,451	2,474	2,387	0	2,575	2,575	2,575	2,575
Depreciation	0	0	0	0	0	0	0	0

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Income	**832**	**1,297**	**704**	**(738)**	**704**	**704**	**704**	**704**
Government grants	508	487	381	(388)	381	381	381	381
Reimbursements	203	660	203	(230)	203	203	203	203
Customer & client receipts	121	150	121	(121)	121	121	121	121
Reserves	0	0	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0	0
Council Funded Net Budget	**23,263**	**23,502**	**22,402**	**815**	**22,402**	**22,562**	**22,722**	**22,883**

Capital Budget £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
	0	0	0	0	0	0	0	0

2020/21 Expenditure (pie chart)
- Employees
- Premises
- Transport
- Supplies & Services
- 3rd party payments
- Transfer payments
- Support services

2020/21 Income (pie chart)
- Government grants
- Reimbursements
- Customer & client receipts

Summary of major budget etc. changes
2020/21
Savings - £1105k Social Impact Bond (£45k), Drug and Alcohol Commissioning (£45k), Merton Independent Living (£400k), 14+ Leaving Care service (£60k), Adoption Service (£30k), Review of training budgets (£60k), Reduced central recruitment costs (£30k), Review Adolescent & Family Service (£100k), Family Network Co-ord service (£45k), Care leaving culture change (£50k), DfE minimum wage (£20k), increased use in in-house foster care (£20k), review CSF admin service (£200k). Growth £1,556k- 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.
2021/22
Savings £400k Review of Public health commissioned services £20k National minimum rate for Fostering/Adoption/Guardianship £40k Increased use of in-house fostering Growth - £160k UASC Placements and formally UASC that are now care placements.
2022/23
Growth - £160k UASC Placements and formally UASC that are now care placements.
2023/24
Growth - £160k UASC Placements and formally UASC that are now care placements.

Service Plan for: Education			
Service Manager:	Jane McSherry (Asst Director - Education & Early Help)	Cabinet Member:	Cllr Eleanor Stringer

Overview of the service

Merton School Improvement (MSI)
- monitor, analyse & evaluate pupil & school performance
- developing skills in planning, teaching, assessment, leadership & management
- working with schools to reduce inequality & improve achievement for vulnerable groups
- strengthening partnership working and school to school support

Special Education Needs & Disabilities Integrated Service (SENDIS)
- building early help capacity in schools & setting, families and the community
- focus on safeguarding, early intervention & prevention as well as direct support for families
- implementing the requirement of the Children and Families Act ensuring that families are central
- Specialist provision for pupils with SEN

Early Years, Family Wellbeing and Early Help
- Ensure the supply of good funded quality early education provision for children aged 2, 3 and 4 in accordance with statutory duties
- Working with the early yeas sector to improve quality, reduce inequality and improve outcomes for vulnerable children and their families
- Deliver the borough's network of Children's Centres for families with children under the age of 5, with a focus on early childhood development and parental attachment for babies and under 3s.
- Deliver early years and childcare services to families including a high volume of places for vulnerable 2 year olds
- Deliver targeted and specialist services for children with SEND and emerging additional needs including Portage Service, Inclusion Service, Shortbreaks and Specialist Out of School provision
- Deliver the Family Information, Young People and Local Offer statutory information functions via a range of channels
- Deliver early help and targeted services through a variety of ways including one to one/case work, evidence based parenting groups, evidenced based early learning groups and Information, Advice and guidance work for vulnerable families with the aim of preventing needs from escalating
- Lead on the councils partnership across the Early help system for CSF
- Distribute over £16m of early years funding to the sector, in accordance with statutory duties

Education Inclusion
- providing universal & targeted in-house and commissioned services for YP & schools
- providing support to prevent bullying, substance misuse & teenage pregnancy, to improve attendance
- developing alternative education offerings to enable young people to stay in education, training or employment (My Futures Service)
- leading on the council's partnership with the police & CAMHS for education
- improving attendance and reduce the use of exclusion in Merton schools
- participation of young people in local democracy and service design

School Organisation
- Pupil place planning & schools admissions
- school expansion & capital programme management
- contract management - including SEN Transport commissioning and PFI

Performance, Policy and Partnerships
- co-ordinate and support the directorate's service improvement activities
- produce performance data and analytical insight to the Directorate

Merton's ambitions

Support our most vulnerable residents of all ages

Maintain a clean and safe environment

Create a great place to grow up and live in

Build resilient communities

Bridge the gap and reduce inequalities

Continuously improve

What do we need to do?

Customer Insight	Data and intelligence	National / Regional policy implications	Working to be London's Best Council
This could include survey results, consultations, complaints/compliments and set how the way in which you are planning to deliver your service reflects feedback from customers/service users.

Please also indicate who the key customers are that use your service or who you are delivering the service for

Also consider whether there are areas of your service which require Equalities Analysis Assessments. Please refer to the guidance or contact evereth.willis@merton.gov.uk for advice.

The annual school standards report provides an overview of educational outcomes broken down by ethnicity and other protected characteristics. It shows any gaps and inequalities and is scrutinised by the Children's Scrutiny Panel. This report furthermore informs services and actions taken by schools and is discussed in the Attain forum as well as other schools fora.

In response to the Black Lives Matter movement, the School Improvement Team have focussed on equalities issues in relation to pupil outcomes by ethnicity. In autumn, Head Teachers discussed data from the previous 3 years and are now considering actions to take in response to identified inequalities.

The service receives regular feedback via surveys by customers. The SENDIS services hears directly from parents, and also receives feedback via an established parent forum.

Our Early Years service receives regular feedback and conducts surveys.

The Education Division hosts the Participation Team on behalf of the wider Directorate. The Participation Team has been working on a revised Participation Strategy to replace the existing User Voice Framework. | Having experienced an increase over the last decade, we are predicting that Merton's school-age population will remain stable at 14,500 and 19,000 respectively. The population growth over the last decade is still noticeable in the number of secondary aged populations which we predict will increase from currently 17,000 to around 19,500 by 2024/25.

One of the biggest demand pressures has been the increase in children with EHCPs. We predict this increase to continue from currently 2200 plans to approx. 2600 by 2024/25. The increase in the number of EHCSPs means that we need to consider the existing provision of special school places.

Since September 2020, Merton has also witnessed an increase in the number of children who are elected home educated. This is in line with national trends, and we continue to monitor this with interest. | Highlight any updates on national or regional policy that may be applicable to your service and which may impact on the way it operates. Please include any implications arising from dealing with Covid-19 or preparing for future outbreaks.

During the pandemic, we have witnessed changes to school opening. Schools have had to respond to regular changes to Government guidance as new evidence about the virus emerges.

Ofsted's school inspection framework has been paused for the duration of the pandemic. However, some schools have been visited under the section 8 framework. Schools have faced additional health and safety checks during the pandemic.

During the pandemic, Ofsted introduced a regime of assurance visits. This focussed on the interface between children's social care and education teams - with a particular focus on vulnerable learners.

School exams were suspended in the academic year 19/20. Schools are awaiting confirmation on arrangements for academic year 20/21. | In line with the majority of services delivered by the council, the Education Division works almost exclusively remotely. This is likely to continue during the recovery from the Covid pandemic.

One of the key areas of focus for the Division will be the use of analytics to inform service design and delivery. We are already using insights to drive activity to address disproportionality in educational outcomes.

95% of our schools are rated good or outstanding. This proportion is above the London and national averages. All of the Council's secondary schools continue to be judged goo with the proportion judged to be outstanding rising to 63% (well above national and local averages).
National rankings in relation to pupil outcomes continue to be strong in the progress measures at KS2 and GSCE. outstanding.

We do well for our vulnerable learners. The proportion of young people who are not in Education, Employment or Training (NEET) are significantly better than national averages and Merton continues to be in the top quintile of performance nationally. |

236

Where are we now?		
Objectives from the last service plan refresh:	Progress made against objectives:	Close / carry forward?
implementation and mobilisation of new Family wellbeing service review of allied teams and services with CSC& YI and the Education Division to support improved ways of working.	The new service is established. Objective met. The re-organisation included a review of allied teams and services across early help, aiming in improved ways of working. Objective met.	Close
Improving pupil outcomes at KS5 & School Improvement through partnership with schools	During 19/20, the school's partnership, Attain, funded a project involving The Prince's Trust, designed to support the improvement of teachers' pedagogy and subject knowledge in the 6th form. In addition, masterclasses from A level examining boards were set up, and Merton teachers were encouraged to become examiners themselves (to develop clarity about what was being asked of students in the A level exams). Five out of the eight Merton secondary worked on this project. Merton School Improvement facilitated this project, and the sixth forms in four out of the eight schools had reviews of their provision. There were no examinations in summer 2020 because of the pandemic, and so it is not possible to measure the impact of this work yet.	Close
SENDIS IT Infrastructure programme - Introduction of an EHCP Hub - Introduction of an electronic case management system -Migrate existing EHCPs to the portal agree approaches for the migration of existing SEN, Sensory and Ed Psych team documents	SENDIS are on track to go live with Synergy Case Management System in February 2021. The EHCP Hub is phase 2 of the IT Infrastructure Plan and will carry over in the financial year 21/22. Case Management System - Sensory and Education Psychology are not in this IT infrastructure programme and will be part of Phase 3 which will require a new business case and will also include the LBM SALT services.	Carry forward
Implement SEND Action Plan and DSG recovery plan - widen local offer - preparation of adult and early identification pathways - strengthen governance of SEND Implementation Plan	Following the Ofsted inspection and the written statement of action, the SEND strategy has been updated. It now aligns closely to Merton's Children and Young People plan. the action plan is monitored by the SEND Reforms Implementation Board. The introduction of 'outcome champions' has strengthened accountability across the partnership. As part of our DSG recovery planning, we continue to pursue the expansion of special educational places in the borough.	Carry forward
Implementation of Secondary & Special School (SEN) Places Strategy - provide additional state school places in Merton with a focus on Melrose expansion and an additional site for children with ASD	Completed expansion of Cricket Green School in summer 2020 and construction for Melrose School commencing January 2020. Needing to review school organisation options for ASD school as Covid has impacted on previous plan agreed by CMT.	Carry forward
SEN Transport commissioning review	Report from consultants completed in spring 2020 - now one of the council's transformation projects and specific scope currently being agreed with Corporate Services	Carry forward
Early Help (Front Door/Thresholds) - review current wellbeing model (thresholds document) - put in place integrated responses based on shared understanding of risk and need	The new Family Wellbeing Service has been established and went live in April 2020. Over the course of this year, we have worked with partners to refresh the existing wellbeing model. This has now been agreed by the Merton Safeguarding Children Partnership. The development of a new 'front door' based on the revision of thresholds has begun. The task for next year will be to embed these processes across partners.	Complete

Service Objective 1	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of
Embed the council's approach to Early Help and Family Wellbeing	Support our most vulnerable residents of all ages
	Create a great place to grow up and live in
	Build resilient communities

Performance Measures

Indicator	*2019 / 20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	Frequency	Polarity
number of contacts to the front door	5267	Does Not Apply	n/a	n/a	n/a	n/a	n/a	Quarterly	Low
% of contacts into referrals to children's social care	24%	Does Not Apply	n/a	n/a	n/a	n/a	n/a	Quarterly	High
Number of CIN Plans	N/A	Does Not Apply	n/a	n/a	n/a	n/a	n/a	Monthly	Low
number of two-year olds who are accessing two-year old funding per term	420	Does Not Apply	450	450	450	450	450	Annually	High
Number of children who have been/are excluded (permanent or fixed term) secondary age.	N/A - New indicator for 2020-21	Does Not Apply	Better than London average	Better than London average	Better than London average	Better than London average	Better than London average	Quarterly	Benchmark

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Multi-agency approach to Early Help	Following the agreement of thresholds, work with partners to embed our approach to Family	*Apr-21*	
Mobilise combined front door	Put in place robust procedures that enable partners and families to request help.	*Apr-21*	
Effective interface between statutory and Early Help Services	Embed robust step-up and step-down processes	*Apr-21*	

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Financial Uncertainty regarding CSC&YI re-organisation proposals	*Working with Finance and HR to agree budget envelope*
Willingness of wider partnership to provide effective early help interventions and understanding of the early help thresholds.	*Effective application of thresholds and clarity of remit of FWB. Work with partners to strengthen universal and Early Help services in the borough.*
Processes to share information quickly and seamlessly in support of step-up and step-down processes not embedded effectively	*Clear thresholds articulated in the Effective Support document and step-up and step-down processes agreed across services*

Impact on the customer/end user

Partners / interdependencies

Service Objective 2	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of
Delivery the SEND Action Plan overseen by the joint commissioning board. (Comprehensive response to the Written Statement of Action is documented elsewhere and not repeated here)	Support our most vulnerable residents of all ages
	Statutory requirement

Performance Measures

Indicator	2019 / 20 Actual	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	Frequency	Polarity
% of new EHCP requests completed within 20 weeks	54.50%	Red	Within range 50% - 60%	Within range 50% - 60%	*Targets reviewed anually*	*Targets reviewed anually*	*Targets reviewed anually*	Quarterly	Within a range

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Delivery Action Plan	Embed the 'outcome champion' approach and provide robust scrutiny against agreed action.		

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Partnership buy-in reduces and actions are not delivered.	*Strong Governance arrangements (via SEND Improvement Board) are in place. Escalation to Children's Trust Board and Joint Commissioning Board where required.*
Continued rising number of EHCPs put pressure on services to provide professional advice in a timely way.	*Children and Young People integrated commissioning board is focussing on actions to prevent escalation of needs and streamline professional advice.*

Impact on the customer/end user

Improved partnership working to support children with additional educational needs.

Partners / interdependencies

Partnership with CCG and Health Providers crucial. Link to adult social care to establish transition pathway.

Service Objective 3								Corporate Ambition link (select from drop down) - each objective should contribute to at least one of		
Maximise pupil outcomes following the pandemic to improve pupil progress and attainment.								Continuously improve		
								Support our most vulnerable residents of all ages		
								Bridge the gap and reduce inequalities		

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
% outcome of Ofsted schools inspections good or outstanding	95%	Green	95%	95%	95%	95%	95%	Annually	High
Merton pupil average Attainment 8 score	51.1	Green	Top 10% of the country	Top 10% of the country	Top 10% of the country	Top 10% of the country	Top 10% of the country	Annually	Benchmark
Merton pupil average Progress 8 score	0.55	Green	Top 10% of the country	Top 10% of the country	Top 10% of the country	Top 10% of the country	Top 10% of the country	Annually	Benchmark
% pupils achieving expected standard at KS2 in reading, writing and maths	69%	Red	Top 10% of the country	Top 10% of the country	Top 10% of the country	Top 10% of the country	Top 10% of the country	Annually	Benchmark
% 16 - 17 year olds Not in Education, Employment or Training (NEETs)	1.3%	Green	To be below London average	To be below London average	To be below London average	To be below London average	To be below London average	Quarterly	Benchmark

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Work with schools to re-focus on school improvement activities	The MEP programme will ensure that school leaders are supported and challenged to focus on school improvement priorities, as well as responding to the ongoing pandemic. Support and Challenge Groups will support the most vulnerable school.	*Sep-20*	*Jul-21*
Work with schools to support implementation using catch-up funding	The MEP programme will monitor how schools are implementing catch up programmes, including those funded by the DfE. Impact will also be monitored. Schools will be encouraged to set appropriately challenging expectations for pupil outcomes following learning loss during lockdown.	*Sep-20*	*Jul-21*
Work with schools to deliver remote learning offer	Building on the remote learning strategy already created with schools, schools' remote learning offer will be monitored, and support given to improve the offer.	*Sep-20*	
Support staff wellbeing particularly for leaders	Officers will offer ongoing support to Headteachers, both responding to the Covid situation and on broader school issues. The schools' partnership, 'Attain' will be asked to fund supervision for HTs. MEPs will monitor and advise on leaders' strategies to ensure the wellbeing of their staff. Officers will facilitate the meetings of school mental health leads to share information and best practice.	*Sep-20*	
Support schools to prepare for Summer 2020 exams	Officers will provide schools with support to prepare for the exams. Schools will be provided with briefings about what the changed expectations	*Sep-20*	*Jul-21*
Prepare schools for resumption of Ofsted inspections	Schools will be regularly briefed on Ofsted expectations. MEPs will support schools to be ready for inspection. The schools' partnership will be asked again to fund school reviews, to prepare schools for inspection.	*Sep-20*	*Jul-21*

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Pandemic will interrupt resumption of normal school activity for some schools	*Support schools to ensure control measures are in place to minimise the risk of in school infection, and to manage cases well, including maintaining good provision remotely and in person.*
Pupils' access to online remote learning is impeded by lack of digital devices and access to Wi-Fi	*Support schools to access devices from DfE and local charities.*

Impact on the customer/end user

Pupils will achieve to the best of their ability, as a result of at least good education in their school

Partners / interdependencies

Service Objective 4						Corporate Ambition link (select from drop down) - each objective should contribute to at least one of				
SEND IT infrastructure improvements						Support our most vulnerable residents of all ages				

Performance Measures

Indicator	2019 / 20 Actual	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
% of new EHCP requests completed within 20 weeks	54.50%	Red	Within range 50% - 60%	*Targets reviewed anually*	*Targets reviewed anually*	*Targets reviewed anually*	*Targets reviewed anually*	Quarterly	Within a range

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
EHCP Portal Delivery	Case Management System goes live in January 2021 and EHCP Portal will then be developed and	*Apr-21*	*Dec-21*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Roll-out is not supported by partner agencies	*Strong communication via project team.*

Impact on the customer/end user

Much greater ownership of EHCP. Much smoother way of agreeing EHCP

Partners / interdependencies

Parents/Carers, IT, health commissioners and providers, schools across all phases (primary, secondary and specialist), children's social care.

Service Objective 5						Corporate Ambition link (select from drop down) - each objective should contribute to at least one of				
Manage DSG Overspend as outlined in DSG Recovery Plan						Statutory requirement				

Performance Measures

Indicator	*2019 / 20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
n/a									

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Delivering further state school specialist provision	Complete the expansion of Melrose School, commence proposals on new ASD provision, and a primary school Additionally Resourced provision		
Mainstream schools providing for SEND children	Developing resilience for schools to provide for more SNED children, thus reducing the pressure on special schools		
Cost of Independent placements	Working across London to challenge the cost of independent school placements		

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*

Impact on the customer/end user

Please highlight the anticipated impact on the customer/end user of carrying out the activity in your service plan

Partners / interdependencies

Highlight any interdependencies where other council services or partner organisations are linked to the delivery of this objective. If referring to another council service, please include the name of the team and department.

Service Objective 6						Corporate Ambition link (select from drop down) - each objective should contribute to at least one of				
Contribute to the delivery of the corporate recovery and modernisation programme						Continuously improve				

Performance Measures

Indicator	*2019 / 20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
n/a									

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
SEN Transport commissioning	Following a review of transport costs and delivery, consider the development of revised offer.	*Apr-21*	*Jul-21*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Uncertain budget	*work with finance colleagues to understand budget envelope*

Impact on the customer/end user

Children and families with special educational needs

Partners / interdependencies

Transport Team in E&R
Adult social care

Service Objective 7	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of
Improving support for children and young people's mental health in schools and colleges	Support our most vulnerable residents of all ages
	Create a great place to grow up and live in
	Build resilient communities

Performance Measures

Indicator	*2019 / 20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
Percentage of Merton schools accessing a getting help school mental health team and implementing a whole school model	28% (16/58)	Green	40% 23/58	72% 42/58	Targets reviewed anually	Targets reviewed anually	Targets reviewed anually	Annual	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
I-thrive implementation	Set up I-thrive implementation group and develop implementation plan including schools as community focus of getting help and thriving aligning this to emerging Early Help Strategy.	*Apr-21*	*Mar-22*
Trailblazer implementation	Build Mental health capacity in schools and colleges through: 1. Embed the whole school model in the original Trailblazer network and evaluate impact. 2 Develop the whole school action plan and the mental health team across the Merton and Sutton Special school trailblazer cluster. 3 Embed the whole college model across the FE sector trailblazer 4 Scope and plan for a 4th cluster covering the rest of the Mitcham and Morden schools.	*Apr-21*	*Mar-22*
Mental health leads Network	Maintain the Mental health leads network across schools to build capacity and offer training top increase the skills of staff in schools and strengths the network between getting help and getting more help providers.	*Apr-21*	*Jul-22*
improve the Neuro pathways	Work with the CCG and SWL to improve the Neuro pathway experience of children and families and reduce diagnosis time.	*Apr-21*	*Mar-22*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
CCG funding limits re Covid restictions	*oversight by camhs board*
non engagement of partners in the trailbalzer	*oversight by partnership board led by CCG acorss 5 boroughs*
school capacity to meet demand and change expecations	*work with schoool leadeders to mamage the chamnge program over time*
Neuro pathway has a high dependancy on SWLTg delivery	*oversight by ccg and camhs board*

Improved skills and capacity to identify and support children and young people with mental helath needs to schools. Schools and Colleges underatnding of young peoples needs to be better understood and planned for . Access to Mental helath support to be easier to access and available at a lower level of need.

Partners / interdependencies

CCG , Schools, South WestLondon and St Georges Mental Health Trust, 5 borough CCGs, Sutton Schools cluster, South Thames College FE group, Richmond College, Croydon College. Off the Record, Childrens Social Care. I thrive implemenation team.

Service Objective 8	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of
Short-breaks review	Support our most vulnerable residents of all ages
	Create a great place to grow up and live in
	Build resilient communities

Performance Measures

Indicator	*2019 / 20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
n/a									

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Publish the findings/recommendations from the review of short breaks	*Carry out a review of short breaks with key stakeholders and partners, co-producing with families, young people and children*		
Re-state the short break offer balancing the findings from the review with available budgetary envelopes	Deliver the new and revised local offer of short breaks		

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Meeting savings challenge of £200k	*Evidence based decision-making based on comprehensive review of need*
Securing effective engagement from key partners in health and education	*robust governance arrangements and early engagement with colleagues in Finance*

Impact on the customer/end user

Improved access to a range of short break provider services within the local offer (self-serve) and within financial envelopes. Easier navigation/pathways to services without need for non-statutory assessment.

Partners / interdependencies

People
The Division's Training Plan outlines our traning requirements for staff. We continue to support remote working and have offered support for this to happen safely.
The SEND service has attracted further investment and a number of new officers have been recruited.
We have commissioned an independent review of our SENDIS and SALT services.
We have rolled out joing training with health partners (National Development Team - Inclusion).
As part of wider Early Help reforms, we are prioritising the roll-out of training which aligns to the practice model used in children's social care. This will support effective alignment between statutory and non-statutory work with families.

Technology
The SENDIS service is benefitting from the introduction of an electronic case management system. This will make workflows more efficient and increase our information governance processes.
As part of the Early Help Reforms, workflows are being introduced on Mosaic Case management system. This will make case management processes more efficient and will also enable better performance reporting and service management.
As part of wider Early Help reforms, we are furthermore tentatively exploring how we can build on existing information sharing infrastructure and move towards more integrated cross-agency ways of working across Merton's Early Help network.
As part of improvements to the way in which we support children and young people into adulthood, new workflows and systems are being developed in Mosaic. This work is led by Adult Social Care and we are contributing.
As a division, home working will remain more common and we are equipping our staff to make sure they can work at home where it is safe to do so. This will require ongoing engagement with colleagues in IT to facilitate access to effective communication technology.

Service improvement
The DSG overspend continues to be an area of focus for the education division. We have commissioned an external review of our SEN identification and assessment processes. This review will benchmark Merton's approaches with other authorities.
As part of council-wide recovery and transformation actions, we continue to monitor and improve our SEN Transport offer. This continues to be an area of focus.
We are also aware of funding pressures regarding the use of short breaks. In response we are seeking to undertake a review in this financial year (21/22) to better understand need, and to better match our service offer to identified need and existing budgetary envelopes.
The Written Statement of Action received in December 2019 following the inspection of our SEND offer earlier in the year acted as a catalyst to re-fresh the multi-agency SEND strategy. The council led a review of the strategic framework and, together with partners, refreshed the strategy. It is now much more closely aligned to the Children and Young People's Plan and re-emphasises our ambition for children who have additional educational needs. As part of this work, we also strengthened governance arrangements. The Joint Commissioning Board (jointly chaired by the CCG and LBM) now receives more regular updates, and provides closer oversight. The introduction of 'outcome champions' (mirroring the approach taken at the Chidren's Trust Board) furthermore strengthens oversight and deliver of agreed actions.
This year we have brought together a range of services to form an integrated Early Help service. This work has been underpinned by the delivery of a multi-agency strategy overseen by the Merton Safeguarding Children Partnership. The council continues to play a lead role and our focus for the next financial year will be the engagement with delivery partners in education and the voluntary / faith sector.

Financial Summary

The next two years particularly provide a number of uncertainties which will need to be taken into account. These uncertainties include the medium and long term impact of the Covid19 outbreak, it is currently uncertain what this will be and how it will impact on demand for specialist services provided by the Directorate. A further key issue will be the level of High Needs funding that the Government provide for the provision of support services to children with SEN. Although an increase was received in 2020/21 it is unclear whether this will be maintained or increased to match predicted demand in the future.

DEPARTMENTAL BUDGET AND RESOURCES

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Expenditure	39,190	49,961	44,358	12,456	44,682	44,848	45,221	45,363
Employees	13,579	12,760	14,249	2	14,556	14,606	14,657	14,657
Premises	1,063	1,107	971	100	1,013	826	840	854
Transport	4,569	5,744	6,142	(54)	6,265	6,529	6,799	6,888
Supplies & Services	3,578	4,821	3,465	1,499	3,399	3,428	3,458	3,488
3rd party payments	13,608	22,709	16,461	10,910	16,370	16,379	16,388	16,397
Transfer payments	0	0	0	0	0	0	0	0
Support services	2,380	2,406	2,664	0	2,644	2,644	2,644	2,644
Depreciation	412	412	407	0	436	436	436	436

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Income	6,312	6,268	5,618	(625)	5,618	5,618	5,618	5,618
Government grants	1,280	855	655	(21)	655	655	655	655
Reimbursements	2,284	3,265	2,774	(308)	2,774	2,774	2,774	2,774
Customer & client receipts	2,749	2,148	2,190	(297)	2,190	2,190	2,190	2,190
Interest	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
Council Funded Net Budget	32,878	43,693	38,740	13,081	39,064	39,231	39,603	39,746

Capital Budget £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Primary Schools		1,407	1,037	(101)	3,123	1,900	1,900	1,900
Secondary Schools		1,708	79	1	181	0	0	0
Special Schools		5,122	1,285	0	5,511	0	0	0
Other		348	365	0	220	0	0	0
	0	8,585	2,766	(100)	9,035	1,900	1,900	1,900

2020/21 Expenditure — Employees, Premises, Transport, Supplies & Services, 3rd party payments, Transfer payments, Support services, Depreciation

2020/21 Income — Government grants, Reimbursements, Customer & client receipts

Summary of major budget etc. changes

2020/21

Savings
£60k Review school traded offer, £150k Review Early Years Service, £45k Preview premises and contracts staffing structures, £150k Repurposing posts with Education Inclusion, £44k Reduce MSCB contribution, £200k Review short breaks service, £50k SEND travel, £200k Revenue costs of capital projects, £100k early help redesign, £75k Legal Hard charge.
Growth
£2,291k - Community Placement; Education Psychology Staffing; EHCP Taxi Transport Costs; SEND Team additional staffing.

2021/22

Savings
£200k Review and reshape of short breaks provision
£150k SEND Travel Assistance provision
Growth
£244k - Community Placement; Education Psychology Staffing; EHCP Taxi Transport Costs; SEND Team additional staffing.

2022/23

Growth - £224k for EHCP Taxi Transport and SEN Team staffing.
Saving - £200k Early Years and Children's Centres - staffing and building maintenance.

2023/24

Growth - £230k for EHCP Taxi Transport and SEN Team staffing.

Community & Housing

Service Plan for : Commissioning and Market Development

Service Manager:	Keith Burns		Cabinet Member:	Cllr Rebecca Lanning

Overview of the service

The Commissioning and Market Development service supports the delivery of Adult Social Care in Merton in a range of ways by:

1. Analysing current and likely future demand for adult social care and commissioning services to meet that demand in a way that delivers quality for service users and good value for the Council;

2. Supporting the delivery of a range of Council and Departmental strategies;

3. Procuring, in compliance with the Council's Contract Standing Orders and other relevant policy and guidance, suppliers to deliver required services;

4. Managing contracts and provider relationships;

5. Maintaining oversight of the whole social care market in compliance with our Care Act market oversight responsibilities;

6. Supporting individuals choosing to use a Direct Payment to purchase their care and support and ensuring that Direct Payments are managed and monitored in compliance with legislation and the Council's Financial Standing Orders;

7. Undertaking assessments of individuals' ability to contribute to the cost of the care and support provided to them in compliance with the Care Act, related legislation and guidance and relevant Council policies;

8. Brokering individual placements or packages of community based care and support as required by individual care and support plans. Ensuring that contractual arrangements in respect of these placements / packages of care and support are compliant with the Council's Contract Standing Orders;

9. Analysing data and soft intelligence in order to: report on performance against Departmental and Corporate performance measures and targets; to ensure completion of statutory returns to central Government; and to inform the development and delivery of Departmental and Council strategies and plans.

Merton's ambitions

It is important that the activity in your service plan has a clear link to helping achieve the council's overall ambitions. Please consider these ambitions when developing your plan and ensure that activity and projects are matched against them:

Support our most vulnerable residents of all ages

Maintain a clean and safe environment

Create a great place to grow up and live in

Build resilient communities

Bridge the gap and reduce inequalities

Continuously improve

What do we need to do?

Customer Insight	Data and intelligence	National / Regional policy implications	Working to be London's Best Council
All ASC Customers eligible for a service will receive person centred support. For all new ASC Customers who have been discharged from hospital we aim to have them return to their own homes and be supported to remain as independent as possible, this is under our "Home First" framework of delivering care and support and includes a period of reablement, ongoing assessment and review. All ASC customers in receipt of care and support are entitled to an annual review carried out by the Social Work / Occupational Therapy teams, the care and support plan is also reviewed with the individual, their family /carers and updated accordingly. From a Commissioning and Market Development perspective our primary role in delivering against these requirements is in ensuring that a range of commissioned services appropriate to meeting assessed need are in place; that there is a broad and vibrant social care market locally for use by individuals using Direct Payments or managing their own care.	Our primary role, from a Commissioning and Market Development perspective, is to facilitate, either through our commissioning activity or our market influencing activities, the maintenance of sufficient capacity in the social care market to ensure that as the population of the borough changes (increasing numbers of older residents and changes in the profile of working age adults and young people requiring care and support) sufficient services of good quality remain available to meet needs. During 2021 we will be developing longer term commissioning strategies that set out in more detail the demographic changes we expect to see and how our commissioning response will adapt to those changes.	Local authorities across London and nationally are encouraged to promote and encourage person centred support for ASC customers, using direct payments to enable people to choose their own care and support. The organised activities which are in place are often commissioned from voluntary sector partners and are based in local community settings. Furthermore, during the pandemic and moving forward, key expectations of LAs and CCGs in their delivery of direct payments and personal health budgets are to support people's continuing care and support needs and to manage and mitigate the impacts of COVID-19 via increasing the take up of (and allowing flexibility) the use of Direct payments.	Our approach to the commissioning of services and our wider market facilitation role is based around an expectation of continuous improvement, both in terms of the quality, effectiveness and value for money of the services we contract for and of the processes and procedures we follow in our commissioning and contract management practice. Our operational services (Direct Payment, Brokerage and Financial Assessment teams) have a similar continuous improvement focus in terms of processes and customer service. Our Performance Team support the Department in driving up service quality by providing the necessary reporting and analysis of performance and quality assurance data. The key objectives and projects set out in this plan include a number specifically intended to support delivery of the Department's Reset and Recovery programme.

Where are we now?		
Objectives from the last service plan refresh:	**Progress made against objectives:**	**Close / carry forward?**
(Service Plan 2020-24) 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.	1. A new structure for the Commissioning and Market Development service has been developed and is being implemented (completion delayed by COVID19), including the appointment of a dedicated 'Head of' for the service. 2. A work programme covering the period 2020 to 2024 and encompassing the recommissioning of all existing contracts with providers has been developed and lead commissioners / contract managers are being identified for each element of the work programme. 3. Relationships with the care sector in Merton have been considerably strengthened as a result of our response to the challenges of COVID19.	Carry forward
(TOM ASC8) Work with partners and stakeholders to develop a framework for supported living for people with physical and learning disabilities and mental health issues, to promote choice and independence.	In progress and scheduled to be complete by April 2021.	Carry forward
(TOM ASC10) Develop an adults commissioning model.	In progress and refined into a number of specific projects detailed in the delivery plan section of this service plan.	Carry forward

How will we get there?								
Service Objective 1			**Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions**					
Develop and deliver a new commissioning and market facilitation / oversight model for adult social care			Support our most vulnerable residents of all ages					
			Build resilient communities					
			Continuously improve					

Performance Measures

Indicator	*2019 / 20 Actual*	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
n/a									

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Commissioning Strategy development	Development of a document that describes our overall approach to commissioning for excellence	Jan-21	May-21
Refreshed Market Position statements	Development of a suite of Market Position Statements that provide clarity to the market about our future commissioning plans and the rationale underpinning them.	Dec-20	Jun-21
Care at home 2023 (Home Care recommissioning)	Development of an agreed approach to the future commissioning of home care in Merton.	Jan-21	Dec-21
Bed-based care strategy 2021 – 2030 (Sustainability and change)	A strategy setting out our long term plans to reshape the bed based care market in Merton, encompassing nursing and residential care and supported housing settings.	Dec-20	Jun-21

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Continuing impact of COVID19 on priorities and capacity	Rescheduling of project start dates where feasible.

Impact on the customer/end user

Improved quality of service for service users; better value for council tax payers and increased clarity for service providers.

Partners / interdependencies

Operational teams across ASC; Housing Needs; Future Merton

Service Objective 2			**Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions**					
Supporting delivery of the Learning Disabilities Recovery and Reset programme			Support our most vulnerable residents of all ages					
			Create a great place to grow up and live in					
			Bridge the gap and reduce inequalities					

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
n/a									

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Expanding the availability of accommodation based care and support options	Development of new procurement and contractual arrangements for accommodation, care and support (supported housing) and residential care. Market development activities to encourage new providers into the borough.	In progress	Ongoing through 2021/22
Delivering the right programme support	Ensuring that any necessary external support or expertise required for programme delivery is procured and delivered in a timely and cost effective way.	In progress	Ongoing through 2021/22
Enabling the re-modelling and re-provision of in-house services	Delivering all necessary contributions to options appraisal and service redesign processes. Enabling delivery of all necessary commissioning and procurement activity.	Jan-21	Ongoing through 2021/22

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Lack of available market options	*Market development work programme referenced in service objective 1 above*
Political / community concern	*Programme communication and engagement strategy*

Impact on the customer/end user

Improved quality of service for customers and better value for council tax payers.

Partners / interdependencies

Service users and carers; Learning Disability service; Direct Service Provision team; Future Merton; Asset Management.

Service Objective 3			**Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions**					
To ensure that new Direct Payment customers can be signed up as quickly and efficiently as possible and that existing customers continue to receive a uniformly high quality of service.			Support our most vulnerable residents of all ages					
			Continuously improve					
			Statutory requirement					

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
(LI) Time from referral to account set up completed	n/a	Does Not Apply	*TBC*	TBC	*TBC*	TBC	TBC	Quarterly	Low
Compliments recorded	n/a	Does Not Apply	TBC	TBC	TBC	TBC	TBC	Annually	High
(LI) Number of DP Forums held per annum	0	Amber	1	4	6	6	6	Annually	Benchmark

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Process review and redesign	End to end review and redesign of DP process to identify and implement appropriate process improvements as part of wider ASC work	Jan-21	Jun-21
Quality Assurance review	Review QA processes and resources assigned to supporting existing customers and deliver improvements where identified and feasible.	Feb-21	Jun-21
Restart Direct Payment Forum meetings	Restart programme of regular DP forums to enable customers to discuss relevant issues, suggest improvements and to share information.	Jan-21	Ongoing through 2021/22
Improve knowledge and awareness of Direct Payments	Develop and deliver a programme of training and communication for social workers, OTs and other relevant professionals to ensure that the benefits of DPs are understood and factored in to daily practice as a positive option for customers.	Mar-21	Aug-21

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Resources available to complete review / redesign work	*Support from Continuous Improvement team*

Impact on the customer/end user

Improved quality and responsiveness of service.

Partners / interdependencies

Service Objective 4							Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions			

To ensure that Financial Assessments continue to be completed in a timely and accurate fashion and that new and existing customers experience consistently high quality customer service.

Support our most vulnerable residents of all ages
Continuously improve
Statutory requirement

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
(LI) Time from referral to assessment completed	n/a	Does Not Apply	*TBC*	TBC	*TBC*	TBC	TBC	Quarterly	Low
(LI) Compliments recorded	n/a	Does Not Apply	TBC	TBC	TBC	TBC	TBC	Annually	High
(LI) Debt as proportion of income collected	n/a	Does Not Apply	TBC	TBC	TBC	TBC	TBC	Quarterly	Low

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Debt recovery	Continue working with Debt Recovery team to reduce the overall level of debt outstanding as a proportion of income collected.	*In progress*	*Ongoing through 2021/22*
Review Financial Assessment Policy and Procedures	Review and update policy and procedures to ensure up to date and fit for purpose in terms of delivering consistently high quality and responsive customer service	*Jan-21*	*Jun-21*
Review approach to Disability Related Expenditure	Working with Merton Centre for Independent Living to review our approach to DRE and ensure this is effectively communicated	*In progress*	*Apr-21*

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Team capacity	*Ensure recruitment to vacant posts is completed.*

Impact on the customer/end user

Improved service quality for customers and better value for council tax payers.

Partners / interdependencies

Service users and carers; ASC Operational Teams; Debt Recovery; SLLP

Service Objective 5							Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions			

Ensure that existing and new contracts are effectively managed and monitored in line with Contract Standing Orders and best practice.

Support our most vulnerable residents of all ages
Continuously improve
Statutory requirement

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
n/a									

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Contract File management	Develop and implement a consistent system for the management of all ASC contracts team files which is used by the whole team	Jan-21	Apr-21
Implementation of new Council Contract Management Handbook	Review current practice and procedures against new Contract Management Handbook, and implement necessary changes to ensure full compliance.	Jan-21	Jun-21
Minimise 'off-contract' spend.	*Ensure that all contractual activity, including spot purchasing of care placements, is properly recorded on contract register*	In progress	Ongoing through 2021/22

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Team capacity	Ensure any vacancies are filled as quickly as possible.
Spot purchasing difficult to record via contract register	Agree methodology for recording spend with Commercial Services

Impact on the customer/end user

Reduced risk of poor quality care being provided.

Partners / interdependencies

Providers; ASC Operational Teams: Commissioning; Care Quality Commission

Service Objective 6							Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions			

Continue to improve the responsiveness and quality of Brokerage services provided.

Support our most vulnerable residents of all ages
Continuously improve

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
n/a									

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Care placement costing	Select and procure an appropriate placement cost calculator and implement for all new placements (initially working age adults)	*Dec-20*	*Jun-21*
Review of Individual Service Agreement	Review existing Individual Service Agreement template; identify improvements and implement new template	*Jan-21*	*Apr-21*
Deep clean / pest control	Work with Commissioning and Contracts teams and colleagues in E&R to increase the number of providers available to use in deep clean / pest control scenarios.	*Mar-21*	*Jul-21*
Carers services process	Development of a process for recording services provided to carers on Mosaic	*Jan-21*	*Jun-21*

Potential barriers to achieving objective

Description of barrier	Mitigating Actions

Impact on the customer/end user

Improved quality of service for customers and better value for council tax payers.

Partners / interdependencies

Commissioning and Contracts teams; ASC Operational teams; SLLP

People

During 2020/21 we will work to embed the new service structure following the delayed completion of the restructure process during 2020/21.

Specific people development activities to be undertaken include:
1. Ensuring that all team members have a clear set of duties and responsibilities in line with new job descriptions, along with an agreed work plan;
2. Ensuring a schedule of regular team meetings (at least monthly) and whole service meetings (via Teams) is in place;
3. Head of Service to attend two team meetings per year for each team within the service;
4. Fortnightly all service emails from Head of Service;
5. Completion of a learning and development plan for the restructured service based on individual learning and development audits;
6. Through development of a more project based approach to work we aim to provide opportunities for individuals to develop via membership of project teams in areas of work outside of their day to day roles.

Technology

Projects planned for 2021/22 that include specific technology related requirements include:
1. Roll out of the new Electronic Care Monitoring (ECM) solution to a wider group of home care providers (no new software or hardware required, but technical support likely to be needed);
2. Ongoing digitisation of Direct Payment and Financial Assessment case files;
3. Exploration of software solutions to support better contract file management;
4. Digitisation of key processes (Financial Assessment; Direct Payments; Brokerage) to support smarter working and improved workflow;
5. Development of a Power BI framework for performance management and other reporting requirements.

Service improvement

The key service and process improvements activities planned for 2021/22 are identified as projects under the objectives in the Delivery Plan section of this service plan.

Adult Social Care future budget includes agreed savings for 2021/22 & 2022/2023. This will changed once the MTFS is finalised for 2021 onwards. The service will continue to have many challenges, such as demand pressures for services, the presentation of clients with more complex needs requiring services. Local provider markets remain volatile to change and increases in provider costs such as pay and pensions. There is also the uncertainly surrounding the future funding of social care, policy and potential for legislation on integration and the overall impact of the COVID-19 pandemic.

DEPARTMENTAL BUDGET AND RESOURCES

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Expenditure	**80,958**	**84,310**	**84,665**	**1,588**	**85,093**	**84,162**	**86,170**	**87,978**
Employees	16,198	16,750	17,473	365	18,275	18,309	18,277	18,298
Premises	369	459	416	(157)	366	372	377	382
Transport	1,430	1,639	1,352	(250)	1,347	1,366	1,386	1,406
Supplies & Services	2,451	3,058	3,172	814	3,189	3,257	3,304	3,352
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Support services	6,681	6,460	6,669	-	7,027	7,027	7,027	7,027
Depreciation	139	139	139	(5)	143	143	143	143

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Income	**23,526**	**27,556**	**22,807**	**(2,426)**	**22,861**	**22,877**	**22,877**	**22,877**
Government grants	710	4,102	607	3,815	607	607	607	607
Reimbursements	10,214	13,198	9,775	(3,412)	9,759	9,775	9,775	9,775
Customer & client receipts	9,085	6,999	9,184	(2,829)	9,185	9,185	9,185	9,185
Recharges	3,516	3,257	3,241	-	3,310	3,310	3,310	3,310
Reserves	-	-	-	-	-	-	-	-
Capital Funded	-	-	-	-	-	-	-	-

Council Funded Net Budget	**57,433**	**56,754**	**61,858**	**(838)**	**62,232**	**61,285**	**63,293**	**65,101**

Capital Budget £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Telehealth				-	30			
	-	0	0	0	30	0	0	0

2020/21 Expenditure (pie chart): Employees, Premises, Transport, Supplies & Services, 3rd party payments, Transfer Payments, Support services, Depreciation

2020/21 Income (pie chart): Government grants, Reimbursements, Customer & client receipts, Recharges

Summary of major budget etc. changes

2020/21

Growth for Concessionary fares increase - £92k , Council Tax Precept £812K, winter Pressures Grant £ 747k and IBCF. We are still awaiting the Adult Social Care Green Paper and the Comprehensive Spending Review to understand the medium and longer term funding of that service. Savings of £2.5m taken from placements , income, salaries and transport.

2021/22

Growth for Concessionary fares decreases by £1.1m based on estimate cost for 2021/22. Includes new savings of £55k and previously agreed savings of £2.3m

2022/23

Growth for Concessionary fares decrease- £0.478k. Includes new savings agreed in 2020/21 of £1.359m

2023/24

Growth for Concessionary fares increase - £0.579m

Service Manager:	Andy Ottaway-Searle		Cabinet Member:	Cllr Rebecca Lanning

Overview of the service

Provide a brief overview of your service and the outcomes it seeks to provide for residents/service users, including any statutory duties that impacts on this

Direct Provision is part of Merton's Adult Social Care service, sited in Community and Housing. The majority of service provision is for people with a learning disability, with services also for older people and a small number of people with a physical disability. Apart from self funding customers (mainly in Mascot Telecare) customers are referred by Social Workers following a review, and the provision is part of a package designed to meet that person's assessed needs. The aim is to ensure that people are supported in an individual way and they can learn, develop or maintain skills which ensure that they can participate in community life and remain as independent as they can be and in their own home for as long as possible. Direct Provision currently has four day centres, two residential homes, five sites for supported living, an extra care sheltered housing scheme , Mascot Telecare and an employment team.

This could include survey results, consultations, complaints/compliments and set how the way in which you are planning to deliver your service reflects feedback from

It is important that the activity in your service plan has a clear link to helping achieve the council's overall ambitions. Please consider these ambitions when developing your plan and ensure that activity and projects are matched against them:

Support our most vulnerable residents of all ages
Maintain a clean and safe environment
Create a great place to grow up and live in
Build resilient communities
Bridge the gap and reduce inequalities
Continuously improve

What do we need to do?

In developing your plan it is important to understand the wider context in which the service and the council operates. Please refer to Merton Data as a tool to help you understand the present and future demands on your service and the views and needs of its customers. This should be combine d with local intelligence held by your service.

Merton Data   **The Merton Story**

Customer Insight	Data and intelligence	National / Regional policy implications	Working to be London's Best Council
All Direct Provision ASC Customers have an annual review organised by the social work teams. Following this a care and support plan is developed which is updated regularly.	In LD day services we have already seen a change in demand, with most young people leaving transition and taking up community activities supported by Direct Payments. The remaining cohort are young people with additional needs such as challenging behaviour or complex care needs. This is a continuing trend. Based on recent experience older people are less likely to choose to attend a day centre.	The trend for local authorities across London and further afield is to move towards individual support for ASC customers, using Direct Payments to enable people to choose their own care and support. The organised activities which are in place are often commissioned from voluntary sector partners and are based in local community settings.	Direct Provision aims to provide good quality services to local people which are relevant and best suited to their needs, and to provide these services in a way which is cost effective and good value. All services interact in a positive way with their local communities

Where are we now?		
Objectives from the last service plan refresh:	**Progress made against objectives:**	**Close / carry forward?**
Learning Disability Day Services - move from High Path to Leyton Road.	The service successfully moved to a newly renovated Leyton Road and formally reopened in January 2019.	Close
Refine the supported living offer, ensuring more community presence.	All tenants in supported living have an individual support programme, reviewed annually which includes their chosen activities and what is required to facilitate this.	Close
Develop Mascot Telecare, using more assistive technology.	The service continues to keep abreast with developments in technology and prescribe equipment appropriately. Most customers are content with standard offering but more could be done to work with teams to encourage innovation.	Carry forward
Employment - work with wider range of customers.	The team works with referrals from the LD Team and also Job Centre Plus; these referrals are required to have an assessment by the LD Team. The range of customers is limited by the eligibility criteria but does cover a wide area of need.	Carry forward
Upgrade the Mascot Telecare Hub.	Installation of updated hub completed in August 2019.	Close

Try to limit this to no more than around 5-7 key objectives. This section should be reviewed if there are any significant changes in direction during the year. Changes can be noted along with the reasons for and implications of the change. When you review this, look for opportunities, insights, or risks that have emerged.

Service Objective 1	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Review and remodel LD day services to fit with the offer being developed across ASC. Ensure that services meet the needs of younger people in accessing community , acquiring skills and moving towards employment and training. Staff will also need to support customers and carers who have accessed day centres for a long period. There is a need to achieve savings by 2022/23 in this area as part of the MTFS.	Support our most vulnerable residents of all ages
	Bridge the gap and reduce inequalities
	Continuously improve

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
(LI) Review usage of centres	194 customers	Does Not Apply	TBC	TBC	TBC	TBC	TBC	Annually	High
(LI) Work with Social work teams to assess each customer	n/a	Does Not Apply	TBC	TBC	TBC	TBC	TBC	Annually	High
(LI) Participate in LD Engagement	n/a	Does Not Apply	TBC	TBC	TBC	TBC	TBC	Quarterly	High
(LI) Work with Adult Learning and LD Team to revise employment pathway	n/a	Does Not Apply	TBC	TBC	TBC	TBC	TBC	Quarterly	High
(LI) Identify community settings suitable for use by individuals and small groups	n/a	Does Not Apply	TBC	TBC	TBC	TBC	TBC	Annually	Within a range
(SPI) No of Carers receiving services and/or information and advice	1,095	Green	1,180	1200	1250	1300	1500	Monthly	High
(SPI) % people receiving "long term" community services	73%	Green	72%	72%	72%	72%	72%	Monthly	High
(SPI) No. of DTOCs - Adult Social Care delays only	Suspended due to Covid	Not Yet Known	Target yet to be confirmed by BCF	Target yet to be confirmed by BCF	Target yet to be confirmed by BCF	Target yet to be confirmed by BCF	Target yet to be confirmed by BCF	Monthly	Low
(SPI) % of older people (65 and over) still at home 91 days after discharge from hospital into reablement/rehabilitation services	85.70%	Green	78.80%	78.8% but TBC by BCF	78.8% but TBC by BCF	78.8% but TBC by BCF	78.8% but TBC by BCF	Annually	High
(SPI) % of MASCOT calls answered in 60 seconds	97.55%	Green	97.50%	97.50%	97.50%	97.50%	97.50%	Monthly	High
(SPI) Safeguarding Concerns to Enquiry Conversion Rate	N/A - New indicator for 2020-21	Does Not Apply	30%	31%	32%	33%	34%	Monthly	High
(LI) Proportion of adults with a learning disability known to us in paid employment	N/A - New indicator for 2020-21	Does Not Apply	TBC	TBC	TBC	TBC	TBC	Monthly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
LD Engagement programme	Work with LD professionals, customers, carers, other agencies e.g. Merton Mencap to ascertain what this population wants to achieve	*Oct-19*	*Ongoing*
Day service review	Reassess the needs of current customers, review current offer and the effects of COVID-19 on service delivery	*Nov-20*	*Apr-21*
Employment review	Work with LD Team and Adult Learning to create a more streamlined pathway towards training and employment	*Nov-20*	*Apr-21*

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Customers and families have been used to a traditional day centre offer and suggestions that this might change will cause anxiety and uncertainty.	*During COVID a changed offer of support has been necessary and this will prove helpful when discussing alternatives. Increasingly younger people are showing a preference to access more individualised activities.*
COVID-19 has slowed the pace of engagement due to workload and has made meetings more difficult to facilitate.	*A mixture of face to face meetings, questionnaires and video conferences will enable engagement to continue.*

Impact on the customer/end user

Customers should end up with a personalised service with clear outcomes and opportunities to explore their community. People who need higher levels of care and support will continue to receive this

Partners / interdependencies

Direct Provision staff will work closely with professionals in the LD Team, Commissioning as well as colleagues in Adult Learning as well as those partners in the voluntary sector. Staff will work with customers and families to ensure a smooth transition to any new service which might be agreed. We will also work with E&R colleagues to agree a new transport offer (see below).

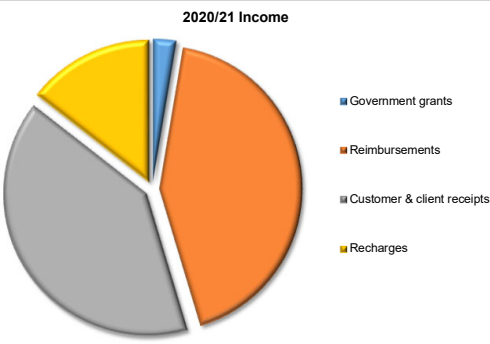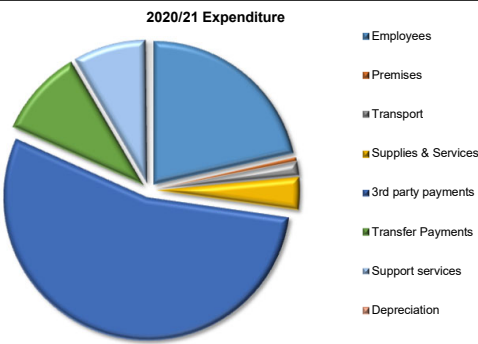## Service Objective 2

	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of
Review Transport arrangements for Direct Provision customers, ensuring that each person has an individual travel plan most suitable for their needs and reducing the number of vehicles required, contributing to Merton's cleaner air agenda.	Support our most vulnerable residents of all ages
	Bridge the gap and reduce inequalities
	Maintain a clean and safe environment

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
(LI) Number of people using Merton Transport to attend day services	105	Not Yet Known	TBC	TBC	TBC	TBC	TBC	Monthly	High
(LI) Number of people taking part in travel training	N/a	Not Yet Known	TBC	TBC	TBC	TBC	TBC	Quarterly	High
(LI) Number of fleet vehicles in use	11	Not Yet Known	9	TBC	TBC	TBC	TBC	Annually	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Edge Transport Review	Corporate review undertaken Nov 19 - March 2020. While not producing a wide ranging suite of ideas to enable ASC to take a different approach, it produced some helpful data. Colleagues across different departments are working through the response.		
Focused look at ASC transport/assisted travel needs	Forecast future capacity, work with CSF to promote independent travel for young people in transition, look at current day service offer.	*Nov-20*	*Mar-21*

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Customers and families have been used to a traditional door to door service whereby a Merton Transport bus collects a person from home and takes them to their day centre.	*In recent years we have used fewer Merton buses with DP staff collecting customers from home. We would work to support those who can to travel more independently, leaving larger vehicles for those with highest needs. We will also seek where appropriate for people to attend venues near to their homes to reduce the length of journey times.*
Corporately there is a need to realign resources between departments to achieve greater flexibility	*All departments need to review their activities and cost base going forward*

Impact on the customer/end user

We would aim to have each person feeling confident that they have the correct travel support appropriate to their needs and suitable for their programme of activities.

Partners / interdependencies

We will work with E&R who currently provide vehicles and drivers. DP staff will work with the LD Team, Commissioning and potentially other partners in areas such as Travel training.

Service Objective 3

	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of
LD Accommodation - as part of LD offer review all residential and supported living units in Direct Provision ensuring that they are fit for purpose and meet the needs of residents. Work with LD Team to ensure that progression towards supported tenancies is achievable in all appropriate cases. Support residents, tenants and families through the review process and any move which might follow. Each site will need to ensure that current standards are maintained and where possible improved to meet the standards required by CQC - currently all services are rated as Good. Supported Living sites will need to continue to develop their offer to ensure that those tenants who can move to more independent properties can do so. The Gables offer in particular needs to be of a move through model.	Support our most vulnerable residents of all ages
	Bridge the gap and reduce inequalities

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
(LI) Work with LD Team to reassess each customer in Residential/Supported Living	n/a	Not Yet Known	TBC	TBC	TBC	TBC	TBC	Annually	High
(LI) Number of people moved from home/residential to Supported Living	4	Not Yet Known	TBC	TBC	TBC	TBC	TBC	Quarterly	High
(LI) Number of people moved from Supported Living to own full tenancy	1	Not Yet Known	TBC	TBC	TBC	TBC	TBC	Annually	Within a range

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Learning Disability Offer	This workstream is looking at the whole range of services/activities linked to people with a learning disability and their families.	*Oct-19*	Ongoing
Housing Strategy	A major piece of work looking at housing and accommodation requirements across Merton	*Oct-19*	Ongoing

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
There is a shortage of suitable property in Merton for developing sites, and a shortage of existing	*The Housing Strategy is seeking to address the issue of identifying suitable sites for*

Impact on the customer/end user

Residents and tenants would get the opportunity to live as independently as possible in good quality accommodation.

Partners / interdependencies

Merton's Housing services, Commissioning and Housing Associations are key partners.

Service Objective 4

	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of
Review and develop Mascot Telecare; ensure that the service model is able to increase the number of self funding customers and to support colleagues across ASC in utilising the widest range of assistive technologies.	Support our most vulnerable residents of all ages
	Build resilient communities

Performance Measures

Indicator	*2019 / 20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
(LI) Number of self funding Mascot customers	1458	Not Yet Known	1500	1550	1600	1650	1700	Monthly	High
(LI) Ensure Telecare is considered at every customer review and assessment	n/a	Not Yet Known	200	200	200	200	200	Quarterly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Marketing exercise linked to Winter Warm programme	Leaflets and letters included in Winter warm packages, Mascot staff involved in distributing Winter warm materials.	*Nov-20*	*Feb-21*
Review of Mascot operation	Assess all roles within the staff team to evaluate capacity for marketing and promotion. Continue a wider marketing campaign – Work with community partners, teams across Adult Social Care and other Council departments and Communications to continuously promote Mascot	*tbc*	
Continue a wider marketing campaign following the Winter exercise. Enable Mascot staff to actively attend events, forums once society resumes more social activities post COVID.		*Apr-21*	

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Mascot's service includes a full response to alerts and the staffing structure does not currently have much capacity for development work or wider engagement.	*Review staff deployment; where possible support the service with staff from other DP teams.*
Previously staff attended community events to promote the Mascot service. During the pandemic these activities have stopped.	*Find other forums for accessing community groups including via Zoom/Skype*

Impact on the customer/end user

A wider take up of Telecare and other assistive technologies will enable more people to live at home for longer. A higher number of self funding customers will bring income for the Council.

Partners / interdependencies

Close working with teams across ASC including Commissioning. Liaison with voluntary sector groups to access potential customers.

Service Objective 5

	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of
Review the day service offer for older people with dementia - the number of people utilising day centres has steadily dropped in the past three years. COVID-19 has placed a further obstacle to organising group activities away from home for this highly vulnerable cohort of people. Merton is reviewing care and support to people with dementia and their families and this work will be part of that work. Staff will continue their current role in carrying out home visits and maintaining communication with families.	Support our most vulnerable residents of all ages
	Bridge the gap and reduce inequalities

Performance Measures

Indicator	*2019 / 20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
(LI) Number of people supported with alternative packages	n/a	Not Yet Known	TBC	TBC	TBC	TBC	TBC	Quarterly	High
(LI) Link with other groups working	n/a	Not Yet	TBC	TBC	TBC	TBC	TBC	Quarterly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Review/reassess all current customers with Long Term Team	Ensure that each customer has a reassessment with need carried out by social work team with support of day service staff	*Jan-21*	*Apr-21*
Work with Commissioning/Voluntary Sector to look at other support options	With colleagues, look at best practice options to support this customer group, including outreach work, key work support to access mainstream activities, increasing the roles of Personal Assistants	*Jan-21*	*Jun-21*

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Day centres have provided a secure 'respite' option for families who care for an older relative with dementia, although the numbers using centres have decreased. These families will want assurances that alternative support is available.	*Staff from centres have worked differently during COVID and have provided home visits and some social outings to some day service customers. This model can continue along with developing other interventions.*

Impact on the customer/end user

Support and stimulation which is person based for the customer and assurances that support is still available for families. A good dementia care pathway will enable people to live at home for longer and avoid and/or delay families needing to consider residential care.

Partners / interdependencies

Close working with teams across ASC including Commissioning. Liaison with voluntary sector groups where appropriate to support customers.

People

Most Direct Provision staff have gained experience in working across the services and have proved to be able to work flexibly with a range of customers of varying needs. During the COVID-19 pandemic day service staff have worked to support colleagues in residential, supported living and Mascot. Staff have also adapted to deliver sessions via Skype and Zoom, carrying out home visits and accessing community spaces where possible. This flexibility will be required as services evolve. It is likely that the staff team will decrease in size over time. There will almost certainly be a changed work experience for many staff, working for example in the evenings and at weekends when customers want to socialise. Staff might also work from more than one base and spend more time on their own or with a smaller group of colleagues. Residential staff are faced with similar changes and if the number of homes reduces then the staff team will inevitably decrease.

Technology

Direct Provision staff mainly work directly with customers, apart from a small group of admin staff who have successfully worked from home during the COVID-19 pandemic. Care staff have learnt to carry out remote sessions with customers at home by using Skype/Zoom and similar. Most staff who need them have smart phones and we will where necessary equip staff with tablets to give further flexibility to work across various sites and from home. Mascot staff will need to continue to explore all assistive technologies to support a wider range of customers.

Service Improvement offer

As noted we are reviewing all of our services to ensure they are relevant for the customers we support and for potential customers. In terms of service improvement Mascot Telecare was due to be the subject of a LGA Challenge which was deferred due to COVID-19. The issue with Mascot is more about the delivery model than the actual service; could it be outsourced, run as a Community Interest Company/Social Enterprise or similar? There are savings attached to both day services and residential which will result in a changed service offer. The aim is to ensure that less resources are spent on areas such as buildings and transport to ensure that more is left to focus on service delivery to customers.

Financial Summary

Adult Social Care future budget includes agreed savings for 2021/22 & 2022/2023. This will changed once the MTFS is finalised for 2021 onwards. The service will continue to have many challenges, such as demand pressures for services, the presentation of clients with more complex needs requiring services. Local provider markets remain volatile to change and increases in provider costs such as pay and pensions. There is also the uncertainly surrounding the future funding of social care, policy and potential for legislation on integration and the overall impact of the COVID-19 pandemic.

DEPARTMENTAL BUDGET AND RESOURCES

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Reimbursements	10,214	13,198	9,775	(3,412)	9,759	9,775	9,775	9,775
Customer & client receipts	9,085	6,999	9,184	(2,829)	9,185	9,185	9,185	9,185
Recharges	3,516	3,257	3,241	-	3,310	3,310	3,310	3,310
Reserves	-	-	-	-	-	-	-	-
Capital Funded	-	-	-	-	-	-	-	-

Council Funded Net Budget	57,433	56,754	61,858	(838)	62,232	61,285	63,293	65,101

Capital Budget £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Telehealth				-	30			
	-	0	0	0	30	0	0	0

2020/21 Expenditure — Employees, Premises, Transport, Supplies & Services, 3rd party payments, Transfer Payments, Support services, Depreciation

2020/21 Income — Government grants, Reimbursements, Customer & client receipts, Recharges

Summary of major budget etc. changes

2020/21

Growth for Concessionary fares increase - £92k , Council Tax Precept £812K, winter Pressures Grant £ 747k and IBCF. We are still awaiting the Adult Social Care Green Paper and the Comprehensive Spending Review to understand the medium and longer term funding of that service. Savings of £2.5m taken from placements , income, salaries and transport.

2021/22

Growth for Concessionary fares decreases by £1.1m based on estimate cost for 2021/22. Includes new savings of £55k and previously agreed savings of £2.3m

2022/23

Growth for Concessionary fares decrease- £0.478k. Includes new savings agreed in 2020/21 of £1.359m

2023/24

Growth for Concessionary fares increase - £0.579m

Service Manager:	Carmen Gardier	Cabinet Member:	Rebecca Lanning

Overview of the service

Provide a brief overview of your service and the outcomes it seeks to provide for residents/service users, including any statutory duties that impacts on this

The Merton Community Learning Disabilities Team (CLDT) form one service area within Community and Housing directorate. The team sits in Adult Social Care and works with adults with a diagnosed learning disability (who may also have a diagnosis of Autism Spectrum Disorder). In exceptional circumstances the team works with adults who have Autism Spectrum Disorder without a Learning Disability when there are clearly identified Care Act eligible needs and the person is at current risk if they do not receive a service. The team is an integrated health and social care team consisting of a range of health staff and social workers. The team's primary purpose is to provide specialist health and social care services to people with learning disabilities and their carers/families. These are people who live in the community and whose lives and needs are so complex that universal services alone are unable to meet their needs. The CLDT is a fully inter-disciplinary team delivering on the following core functions as outlined below. The CLDT is constituted as three fully inter-disciplinary functional teams which include specialist health and social care professionals who have developed expertise in Mental Health and Challenging Behaviour, Complex Physical Health or Preparing for Adult (Transition) services. The team operate a Single Point of Access receiving referrals directly from a range of sources.

The team aim to build a culture based on strong community support service planned around people's environments and are focussed on person centred and strength based when looking at individual needs. The service embraces principles of values, rights, inclusion independence and choice and will work with all individuals who have learning disabilities and or autism equally despite any difficulties experienced in meeting their needs.

It is important that the activity in your service plan has a clear link to helping achieve the council's overall ambitions. Please consider these ambitions when developing your plan and ensure that activity and projects are matched against them:

Support our most vulnerable residents of all ages
Maintain a clean and safe environment
Create a great place to grow up and live in
Build resilient communities
Bridge the gap and reduce inequalities
Continuously improve

What do we need to do?

In developing your plan it is important to understand the wider context in which the service and the council operates. Please refer to Merton Data as a tool to help you understand the present and future demands on your service and the views and needs of its customers. This should be combined with local intelligence held by your service.

Merton Data   **The Merton Story**

Customer Insight	Data and intelligence	National / Regional policy implications	Working to be London's Best Council
This plan takes into consideration a series of engagement work that has been undertaken with people with Learning Disabilities (LD),their carers and families. Outcomes from previous engagement work carried out indicated that residents with LD want the LD team to work in a coordinated way. They would like the team to move away from traditional ways of working to a more co-ordinated approach that is focussed on the impact of life long conditions that many people are living with and that require ongoing care to cope with. Co-ordination with the concept of "I statements" should drive the manner in which professionals relate to people with Learning Disabilities.

Many people with LD live with complex life long conditions and they are often very dependent on others to meet their day to day needs. They remain one of the most marginalised groups in society and therefore it is always good practice when planning, developing and making changes to council services that affects them that an EIA is undertaken specifically for this population to understand the impact such activities are likely to have on them. | Data from 2017/18, records that the LD population in LBM stood at 708 (0.3%) this is data based on the numbers of people who were registered as having a LD by their GP. This was lower than England (0.5%), and London (0.4%) . The Merton story indicates that not all people with LD are registered by their GPs, the estimate suggest that there is approximately 3,900 people with LD in Merton, meaning only 18% are registered. The most recent population census (PANSI) estimates that there were 763 people with moderate and severe LD aged 18 to 64 listed as living in Merton in 2020. However, there are only 546 of them known to the Integrated Health and Social Care Community Team. | National recovery plans related to the Covid-19 pandemic are unknown at this time. Government led inquiries and reflections on the response to Covid may result in associated legislative and policy changes, any such change will need to be considered in our own plans and service configuration and will need to factor in the specific needs of residents with LD.

The Disability Discrimination Act promotes the rights of people with learning disabilities amongst other groups. The main aim is to ensure that people with LD are afforded the same rights as everyone else. Service configuration should factor in accessibility and reasonable adjustments in all aspects of life; including healthcare, job opportunities, the right to independent living and the right to access a range of community services. Transforming care and recent report from LeDer reviews have highlighted significant health and social inequalities for people with learning disabilities. | Our vision is to ensure that people with learning disabilities in Merton live ordinary lives. For those with LD this should translate to increased accessibility, reduced stigma and cultural and social change to make appropriate adjustments to enable people with LD to live a full and meaningful life. This must include asking people with a learning disability to produce future service adjustments to make things better. Every effort must be made to ensure that they have a real say about what they want to see happening and changing. The Council must ensure that all people with LD, autism, or both and their families and carers are empowered to be partners in the care they receive.

The health component of the team are registered by CQC and therefore subject to review in accordance CQC KLOE. The team need to operate in a manner that will demonstrate compliance with the terms of their registration, to offer a more all round service. |

258

Where are we now?		
Objectives from the last service plan refresh:	**Progress made against objectives:**	**Close / carry forward**
Prevention and Early Intervention	The professional staff (Nurses, Psychologist, Occupational Therapist, Physiotherapist, Speech and Language Therapists, Social Workers and Assessment Officers) make up the CLDT service. Professionals are allocated to work with a range of service providers where the CLDT staff deliver link worker support to them. The purpose of the link worker offer is to promote positive access to universal services and to enable them to have effective responses when working with people with learning disabilities and Autism. This also stimulates the development of capabilities and confidence of people working in learning disabilities and mainstream services. The team undertake targeted work with individuals, carers and services enabling them to provide effective person-cantered support in a timely manner, to delay the need for longer term multiple service responses. Link workers offer families/carers and other professional agencies/ teams support to promote independence, health and wellbeing. The staff deliver health and social care that is based on specialist knowledge and skills to meet the unique needs of people with LD and or Autism who use services or to people who support them.	Carry forward
Function based holistic assessment. A strengths-based approach to care and support planning	Responding positively and effectively to crisis presentations and urgent demands. Application of positive risk taking principles, seeing people's strengths as opposed to their deficits. The team will work to deliver person centred practice around the person and in the environment they are in. Focusing on joint working to ensure the best professional is working with the individual. Integrated assessments and care pathways requiring ongoing care co-ordination approach to avert different professionals from the same team going in on separate occasions. Staff must be trained and supported to deliver community based intensive support to people with LD.	Carry forward
Positive behavioural support	Specialist direct clinical therapeutic interventions and support for people with complex behavioural and health support needs. Working to support individuals with learning disabilities and their families to manage behaviours that are challenging. Professionals provide specialist assessments/ diagnosis and different interventions and strategies to support individuals with their challenging behaviour, and or mental health, needs to manage independent community living. Work across the system to reduce the number of people living/ detained in mental health institutions. Establish a PBS framework based on intensive support. The intensive support must include intervention to those who are at risks of being involved in the criminal justice system.	Carry forward
Workforce development	Reviewing working practices to develop strength based practice across health and social care. The recently published capabilities framework is being reviewed and mapped against the workforce development plan.	Carry forward
Monitoring quality	The activities of the team are under monthly scrutiny by the quality assurance processes in Adult Social Care (ASC). The activities of the LD team are therefore subject to regular monitoring of quality. There will be a need to compile performance indicators of a good service, identifying areas for improvement, and a set of defined KPIs for health interventions and smart outcomes to measure / assess outcomes of the workforce interventions and to gauge the service user experience .	Carry forward
Transitions Model	Work with key stakeholders involved in transitioning young people between services and enable early planning for young people with EHC and complex needs to move between children and adult services. The Team will maintain a transitions register and design the operating model and work across the systems (CSF,CCG,CAMH, Education and AMH) to agree the pathways. Improve understanding and awareness of the needs of young people with disabilities and care leavers.	Carry forward

How will we get there?		
Try to limit this to no more than around 5-7 key objectives. This section should be reviewed if there are any significant changes in direction during the year. Changes can be noted along with the reasons for and implications of the change. When you review this, look for opportunities, insights, or risks that have emerged.		

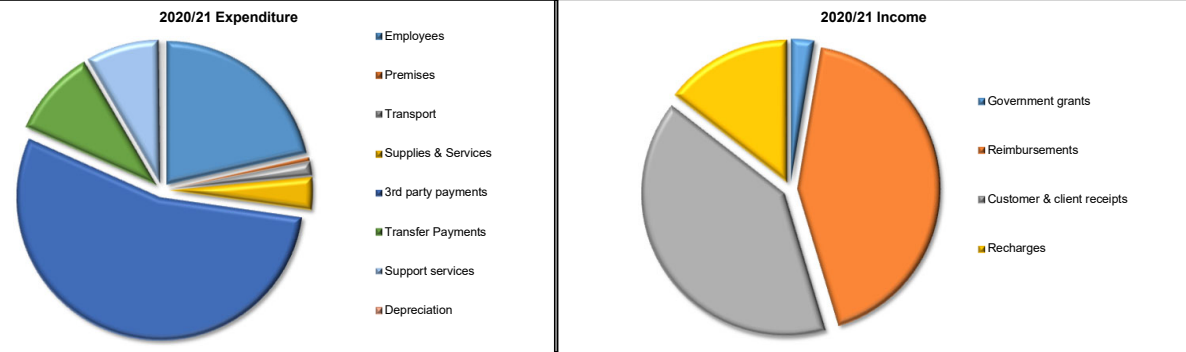| Service Objective 1	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Clearly define the offer for people with learning disabilities in Merton, starting with the way that the Integrated team work and ending with the offer of service provision that is available to meet their needs . This will also include a drive for access to universal services and a change in culture across the council and within partner services. A review of the existing offer of services such as day opportunities, employment and housing.	Support our most vulnerable residents of all ages
	Statutory requirement
	Continuously improve

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
(SPI) No of Carers receiving services and/or information and advice	1095	Green	1,180	*1200*	*1250*	1300	1500	Monthly	High
(SPI) % people receiving "long term" community services	73%	Green	72%	72%	72%	72%	72%	Monthly	High
(SPI) No. of DTOCs - Adult Social Care delays only	Suspended due to Covid	Not Yet Known	Target yet to be confirmed by BCF	*Target yet to be confirmed by BCF*	Target yet to be confirmed by BCF	Target yet to be confirmed by BCF	Target yet to be confirmed by BCF	Monthly	Low
(SPI) % of older people (65 and over) still at home 91 days after discharge from hospital into reablement/rehabilitation services	85.7%	Green	78.80%	*78.8% but TBC by BCF*	*78.8% but TBC by BCF*	*78.8% but TBC by BCF*	*78.8% but TBC by BCF*	Annually	High
(SPI) % of MASCOT calls answered in 60 seconds	97.55%	Green	97.50%	97.50%	97.50%	97.50%	97.50%	Monthly	High
(SPI) Safeguarding Concerns to Enquiry Conversion Rate	N/A - New indicator for 2020-21	Does Not Apply	30%	31%	32%	33%	34%	Monthly	High
(LI) Proportion of adults with a learning disability known to us in paid employment	N/A - New indicator for 2020-21	Does Not Apply	Suspended due to Covid	*TBC*	*TBC*	*TBC*	*TBC*	Monthly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Strengthen the Integration-	A clear care co-ordination framework is integral to making this work, with an underpinning principle being to adopt a single integrated health and social care process to deliver continuity of care for people with learning disabilities, people with Profound and multiple complex health needs and challenging behaviour, anyone requiring intervention and long-term support. Making use of research on the use of Positive Behavioural Support (PBS) models to respond to behaviours that challenge services and integrating this approach into the way the team operate. Supporting positive access to responses from mainstream services, health promotion and health facilitation.	*Jan-21*	*Sep-21*
Design the operating model for Transitions	Work with key stakeholders to agree a model for Transition. The team in its current format holds the register of all young people with EHC plans from Year 9 onwards and, when notified, other young people requiring transition support. a operating model (14-25, all age service or existing model) to be established	Oct-20	Jul-21
Transitions Protocol	Work with Partners in CSF, CCG, schools and adult education to establish the referral and case management Pathways for preparation for adulthood, with particular attention paid to the PFA pathways as defined in the children and Families Act, Care Act and Send Guidance.	Oct-20	*Mar-21*

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Staffing levels remaining consistent to be able to realise these objectives.	*Agree the establishment for the service and ensuring that we secure permanency of the health and social care staff team*
Establishment of a workforce that is adequately equipped through training to ensure they have the required skills and techniques when responding to challenging cases.	*source and work with the CCG to identify resources locally or across SWL to respond using PBS methods/approaches. Mandatory inductions and foundation training.*

Impact on the customer/end user

CLDT will operate one integrated assessment process, one principal identified worker, one care plan and one review process including joint documentation, commonly agreed aligned eligibility criteria and integrated information systems. Having a clear PBS model will ensures staff have the skills to maintain people in the community and avoid hospitalisation and costly out of area placements. To manage a range of nursing needs, challenging behaviour needs and mental health needs of those with Learning disabilities. Application of the 5 good communications standards as identified by the Royal college of Speech and language therapist.

Partners / interdependencies

The health functions of the team need to be subject to CCG health delivery plans. Influencing commissioning intentions of health(CCG) especially in developing the PBS Framework locally.

Service Objective 2				Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions					

Supported employment using strength based assessment approaches to identify the people with LD who are able and could benefit from being in employment. More people should feel confident to look for jobs and be supported to do so, commissioned service to assist people to facilitate the aspirations that people with LD have.

Create a great place to grow up and live in

Build resilient communities

Bridge the gap and reduce inequalities

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
(LI) Proportion of people with Learning disabilities and Autism in paid or voluntary employment	n/a	Not Yet Known	TBC	TBC	TBC	TBC	TBC	Annually	Within a range

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
What people do, Day opportunities and employment options	To work with key stakeholders (CSF, SEN, Schools, Adult education, employment service) to create employment pathways making use of vocational profiles- linked to OT specialist skilled assessments.	Apr-21	Apr-23
Where people live	Where people live , stable and safe environments, enable people to live independently taking greater control over their lives and where they want to live. Reduce the numbers of people being placed out of area by ensure that housing is developed locally over the course of the next 5 years to ensure it meets the need of a range of people with Learning disabilities . Homes need to be available in settings close to public amenities close to transport links. The team will ensure that they are able to influence and provide information to support any development in housing options locally. Take an approach to housing that affords people their rights to be on a register for housing much like the rest of the population.	Apr-21	Apr-24
Moving to adulthood	Transitioning between children and adult services, young people will be treated for this transition to adulthood ensuring that their voices is heard and incorporating their wishes.	Apr-21	Sep-21

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Availability of a range of options for people in terms of where they receive their social and recreational activities where they work and live.	*more community based options and less building based options.*
securing cross agency working can be a barrier if the work is not driven via a clear governance process with the respective agencies.	*Regular interface and designing sessions with a range of key stakeholders , driven at senior levels in stakeholder agencies, carers and service users.*

Impact on the customer/end user

This will address barriers to community access will assist with working with people to plan, and will ensure we assist them to develop and maintain their strengths, creating less dependency on services. alleviate or prevent the gaps in service delivery, remove personal risks to residents and mitigate risks to the council reputation and legal challenges. pole are engaged in meaningful activities that improves behavioural mental ill health and provide carers and families with much needed break from the demands of caring.

Partners / interdependencies

This wil need to be linked to the housing strategy, a seperate housing strategy or a chapter of the existing one based on capacity and demand modeling would be advisable. Local JSNA data to predict future demand and capacity planning. Consideration of partners longer term commissioning and planning intentions.

Service Objective 3				Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions					

Strengtening the teams operational practices to ensure a more coordinated approach is taken, to achieve the objective of greater access to universal services. Service user should therefore be offered one integrated assessment process with one main contact, one care and support plan and one review process, including combined health and social care workflow and documentation. This will ensure that we improve the service users experience work smartly and are more efficient.

Build resilient communities

Bridge the gap and reduce inequalities

Support our most vulnerable residents of all ages

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
(LI) numbers of people with LD who have had a annual health check	n/a	Not Yet Known	TBC	TBC	TBC	TBC	TBC	Quarterly	High
(LI) Numbers of people with an integrated care and support plan	n/a	Not Yet Known	40%	50%	75%	100%	100%	Monthly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1			
Project / activity 2			
Project / activity 3			

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
We do not have local measure for assessing how the teams are performing, we need to set individual targets based on corporate measures.	*Agree individual staff targets based on wider corporate measures .*

Impact on the customer/end user

strengthening the teams operations will ensure that service user have a better experience of receiving social services and health interventions. Less need for complaints and preserve council reputation. reduction in risks from Judicial Reviews and other legal challenges.

Partners / interdependencies

Service Objective 4								Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions	

								Create a great place to grow up and live in	
Determine the Future demand for housing accommodation for Adults with Learning disabilities in Merton, this will include working with the Housing department to influence the housing strategy ensuring that the strategy reflects the accommodation need of people with Learning Disabilities.								Build resilient communities	
								Bridge the gap and reduce inequalities	

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
(LI) Numbers of people who are living in a independent setting with their own tenancy	n/a	Amber	20%	30%	TBC	TBC	TBC	Quarterly	High
(LI) Numbers of people with LD who are on the housing register.	n/a	Red	TBC	TBC	TBC	TBC	TBC	Annually	Low
(LI) Numbers of people Living in setting outside of Merton, who could otherwise be local	n/a	Green	TBC	TBC	TBC	TBC	TBC	Annually	Low

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Review existing service usage, availability and scope future demand as part of recovery and reset work programme.	Gather information on the wider population, living status, health needs including those groups with complex support needs, Autism Dementia, challenging behaviour, epilepsy, long-term and life long conditions. Review using demand and capacity framework to establish the existing housing options and determine what type of accommodation is needed for this group.	Mar-21	Apr-22
Expand the Transitions Tracking align to performance workstreams/capacity, use data intelligence to determine future demand.	Review the future demand using data forum CSF to enable planning and service development.	Mar-21	Ongoing

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
scale and priority of capital and regeneration building programmes.	*Develop the market through commissioning programmes*
Availability of data from Childrens Services	*Improvements to systems, processes and data collection and monitoring*

Impact on the customer/end user

Availability of a range of accommodation options including expanding sheltered scheme for elderly people with learning disabilities.

Partners / interdependencies

Dependent upon movements in the council housing and building programmes locally. Influenced by the general housing market and provider development including the rental market locally .

Service Objective 5								Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions	

								Support our most vulnerable residents of all ages	
Making safeguarding personal- ensure that at all times reasonable adjustments are made for people with learning disabilities to feel safe and where suspected abuse allegations are made for them to participate in the decision making and choice based support that they need to maintain their safety and contribute information that assist with enquiries.								Bridge the gap and reduce inequalities	
								Statutory requirement	

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
(LI) making safeguarding personal KPI	n/a	Not Yet Known	TBC	TBC	TBC	TBC	TBC	Monthly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1			
Project / activity 2			
Project / activity 3			

Potential barriers to achieving objective

Description of barrier	Mitigating Actions

Impact on the customer/end user

Please highlight the anticipated impact on the customer/end user of carrying out the activity in your service plan

Partners / interdependencies

Highlight any interdependencies where other council services or partner organisations are linked to the delivery of this objective. If referring to another council service, please include the name of the team and department.

Service Objective 6								Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions	

								Support our most vulnerable residents of all ages	
Improve on the assessment and the services we offer to our carers								Statutory requirement	
								Bridge the gap and reduce inequalities	

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
proportion of carers who have had an assessment (LI)	n/a	Not Yet Known	TBC	TBC	TBC	TBC	TBC	Monthly	High
numbers of people with LD who have had a annual health check (LI)	n/a	Not Yet Known	TBC	TBC	TBC	TBC	TBC	Monthly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Strengthening the integration of the MCLDT service	To ensure that health & social care team coordinate activities to enable service users to have a holistic and seamless experience	Mar-21	Sep-21
Design a model for preparations for adult hood	To work across Childrens, Adults, Health & Education to design a preparation for adulthood operating model, including determination of resources required to manage transfer of cases between services/teams	Apr-20	Apr-22

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Commitment from all partners and resourcing of the team and model	*Co- production across the system & senior management governance across all partners/agencies*

Impact on the customer/end user

Seamless and avoidable cliffedge, Improvement in young peoples experience and early intervention and prevention. Co-production of the PFA/transitions plan and service model within Merton

Partners / interdependencies

Childrens Schools & Families, Health, Service Users, Carers, Voluntary Sectors, Trust
Placing this work as proirity for senior management acrosss all agencies/partners

People

A recently published Capabilities Framework for professionals working with people with Learning Disabilities and Autism was launched in 2019. It is now mandatory for all staff to work in accordance with these guidelines and therefore training of all staff in the LD service and wider ASC will be required in 2021. The framework will help to ensure that staff working across health, social care and other sectors have the right training to understand the needs of autistic people and people with a learning disability, and make reasonable adjustments to support them. Training is a key element of improving statutory responses, especially to people who have multiple complex disabilities. The LD offer work stream project, that is focused on the integrated team, will undertake to identify training and upskill staff so that they meet the competencies, and professional standards, expected of them in all disciplines that form part of a comprehensive integrated community learning disability team. The team will need to be equipped to appropriately discharge statutory functions and empower other service areas to make reasonable adjustments and apply accessible standards.

Technology

The team will need the means to work remotely and in an agile manner. This will involve them having devices and mobile capabilities enabling them to work more effectively and smartly whilst on the go. Mosaic will need to be revised to ensure that the health staff are able to accurately record their activities. Existing Mosaic systems will need to be developed to link with Children's Schools and Families (CSF) to ensure sharing of key records of young people move between services. Through the departmental change programme, there will be a co-ordinated effort to make use of available technologies and technological advances that enhance the services delivered to residents. Use of assistive technology to support daily living and independence will be central to this.

The team are currently working to establish new ways of working, this involves a strengthening of the front door service, and the duty processes. It also extends to establishing named worker roles and case co-ordination as new ways of working.

Adult Social Care future budget includes agreed savings for 2021/22 & 2022/2023. This will changed once the MTFS is finalised for 2021 onwards. The service will continue to have many challenges, such as demand pressures for services, the presentation of clients with more complex needs requiring services. Local provider markets remain volatile to change and increases in provider costs such as pay and pensions. There is also the uncertainly surrounding the future funding of social care, policy and potential for legislation on integration and the overall impact of the COVID-19 pandemic.

DEPARTMENTAL BUDGET AND RESOURCES

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Expenditure	**80,958**	**84,310**	**84,665**	**1,588**	**85,093**	**84,162**	**86,170**	**87,978**
Employees	16,198	16,750	17,473	365	18,275	18,309	18,277	18,296
Premises	369	459	416	(157)	366	372	377	382
Transport	1,430	1,639	1,352	(250)	1,347	1,366	1,386	1,406
Supplies & Services	2,451	3,058	3,172	814	3,189	3,257	3,304	3,352
3rd party payments	43,797	45,427	45,898	1,554	46,317	45,746	46,521	47,244
Transfer Payments	9,894	10,379	9,546	(734)	8,429	7,942	9,135	10,129
Support services	6,681	6,460	6,669		7,027	7,027	7,027	7,027
Depreciation	139	139	139	(5)	143	143	143	143

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Income	**23,526**	**27,556**	**22,807**	**(2,426)**	**22,861**	**22,877**	**22,877**	**22,877**
Government grants	710	4,102	607	3,815	607	607	607	607
Reimbursements	10,214	13,198	9,775	(3,412)	9,759	9,775	9,775	9,775
Customer & client receipts	9,085	6,999	9,184	(2,829)	9,185	9,185	9,185	9,185
Recharges	3,516	3,257	3,241	-	3,310	3,310	3,310	3,310
Reserves	-	-	-	-	-	-	-	-
Capital Funded	-	-	-	-	-	-	-	-

| Council Funded Net Budget | 57,433 | 56,754 | 61,858 | (838) | 62,232 | 61,285 | 63,293 | 65,101 |

Capital Budget £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
	-	0	0	0	0	0	0	0

2020/21 Expenditure

Legend: Employees, Premises, Transport, Supplies & Services, 3rd party payments, Transfer Payments, Support services, Depreciation

2020/21 Income

Legend: Government grants, Reimbursements, Customer & client receipts, Recharges

Summary of major budget etc. changes

2020/21

Growth for Concessionary fares increase - £92k , Council Tax Precept £812K, winter Pressures Grant £ 747k and IBCF. We are still awaiting the Adult Social Care Green Paper and the Comprehensive Spending Review to understand the medium and longer term funding of that service. Savings of £2.5m taken from placements , income, salaries and transport.

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.

Adult Social Care - Operations

Service Manager:	Tricia Pereira	Cabinet Member:	Cllr Rebecca Lanning

Overview of the service

Merton's Adult Social Care service Operations is sited in Community and Housing. Merton Adult Social Care / Operations comprises of various social care teams. The role of the Council's adult services is to provide advice and support to people aged 18 years and over who are in need of assistance due to:
• Illness
• Old age
• Disability and/ or
• At risk of losing their independence due to their physical or health conditions

We provide short term support - intensive support also known as reablement, available for a maximum of 6 weeks and longer term support - ongoing support to adults and older people with either long term health conditions, that impacts on their physical and mental wellbeing or people with physical disabilities, learning disabilities, or mental illnesses. The support we provide is informed by an Assessment of Need under The Care Act 2014 and could be for personal care, such as ensuring people have sufficient nutrition (eating), maintaining a habitable home, and ensuring good personal hygiene and help with getting dressed or for domestic routines such as shopping. Support from Adult social care can be provided through commissioned care services such as a carer providing support in the persons own home or support with moving to a care home. Support services we provide are usually paid for by either the private funds of the recipient of care or by us as the local Council.

We provide our statutory duties (adult social care) to the standards set out under The Care Act 2014. Along with the Care Act our main legislative framework, includes the Mental Capacity Act 2005, The Mental Health Act 2007 the Human Rights Act 1998 and Equalities Act 2010. This legislation sets out how people's care and support needs should be met.
We also have initiatives that ensure that we work in integrated ways with Health to ensure better care for everyone in hospital, in a care home or receiving care at home. Everyone being discharged following a stay in hospital is considered for our successful Reablement service. We have found that 70% of people who are provided with a period of reablement support in their own home (that enables them to regain their confidence and skills), no longer needs significant care and support from Adult Social Care.

In Merton Adult Social Care, we also provide information and advice to enable individuals, carers and families to take control of, and make well-informed choices about their care and support and how they fund it. Not only does information and advice help to promote people's wellbeing by increasing their ability to exercise choice and control, it is also a vital component of preventing or delaying people's need for care and support. We have partnered with local voluntary and community based Services with the aim of helping people to access information about local services and advice about ways to keep safe and well. This has worked particularly well during the COVID-19 pandemic.

Merton's ambitions

Support our most vulnerable residents of all ages
Maintain a clean and safe environment
Create a great place to grow up and live in
Build resilient communities
Bridge the gap and reduce inequalities
Continuously improve

What do we need to do?

Customer Insight	Data and intelligence	National / Regional policy implications	Working to be London's Best Council
All ASC Customers eligible for a service, will receive person centred support. For all new ASC Customers who have been discharged from hospital we aim to have them return to their own homes and be supported to remain as independent as possible, this is under our "Home First" framework of delivering care and support and includes a period of reablement, ongoing assessment and review. All ASC customers in receipt of care and support are entitled to annual review carried out by the Social Work / Occupational Therapy teams, the care and support plan is also reviewed with the individual, their family /carers and updated accordingly.	The teams within ASC Operations are adapting the way in which we deliver services to meet demand and to meet the needs of local residents. We are moving to increased integrated working with Health colleagues to provide a rapid response in order to prevent people from being admitted to hospital. We have also found that whilst many older people enjoy attending lunch clubs and groups, many more people and their carer's are realising the benefits of organising flexible support and respite for example, accessing community activities via by Direct Payments. We shall be increasing the number of people being supported through Direct Payments.	Local authorities across London and nationally are encouraged to promote and encourage person centred support for ASC customers, using Direct Payments to enable people to choose their own care and support. The organised activities which are in place are often commissioned from voluntary sector partners and are based in local community settings. Furthermore, during the pandemic and moving forward, key expectations of LAs and CCGs in their delivery of direct payments and personal health budgets, are to support people's continuing care and support needs and to manage and mitigate the impacts of COVID-19 via increasing the take up (and allowing the flexibility) of using direct payments.	Working to be London's Best Council – Adult Social Care Operations aims to provide good quality services to local people to enable them to remain safely in their own homes for as long as possible with the right care and support. We aim to provide support to people to enable them to continue to care for their loved ones. We aim to provide this in a cost effective and ethical manner; in partnership with local residents, their families and carers. In an way that helps people to identify their individual strengths and support networks, in order to support them self or their loved ones and upholds their rights We aim to have a workforce that have the right tools and infrastructure to embrace agile working. We aim to have a range of ways of working, assisted by mobile technology, that promotes productivity and enables workers to have flexible choices about where and how they work, seamlessly mobile within the office environment and away from the office.

Where are we now?		
Objectives from the last service plan refresh:	**Progress made against objectives:**	**Close / carry forward?**
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'*.	In Progress: Following the consultation (delayed due to the COVID-19 Pandemic) transferring people into their expressed posts will commence by the end of February 2021	Carry forward
Embed a relationship based approach to working, based on identifying the individual person's strengths, developing their own network of support and helping them to identify their assets or developing community assets to meet the needs of individuals, families and carers.	In progress: Programme being developed with the SWL Teaching Partnership -draft programme is completed. Delivery date March 2020/ April 2021	Carry forward
Refresh the skills and knowledge of all ASC staff in relation to the Care Act, strengths based practice and the wider legislative framework. In particular ensuring a personalised not punitive response to Safeguarding Adults and Making Safeguarding Personal. Develop a training and development plan in line with the needs of the department	Training needs analysis completed. Ongoing CPD programme has been developed with the SWL Teaching Partnership - draft programme is completed	Carry forward
Establishing a learning organisation approach.	Upskilling staff, continuous & ongoing learning and development, via a variety of means of learning opportunities and not just with standardised training.	Carry forward
Develop an online community directory and self assessment document	In Progress: - research underway to build the product.	Carry forward
Digital Transformation - Develop and streamline agile working opportunities for all service areas	In progress:- Have researched the potential of Mosaic Mobilise and developed a working group Lead by Tricia Pereira & Glyne Barrow with Jaspal Singh and Frank Dick to be incorporated into the Modernise Merton Programme. To be finalised by end of March 2021	Carry forward
Increase the take up of Direct Payments, including accessing DP for one off bespoke equipment provision for younger people with sensory impairments and ability for the individual to "top up" the DP in order to procure enhanced / personalised technological equipment.	In progress: Targeted DP take up with individuals and carers	Carry forward
Update the offer of Assistive Technology with an increased catalogue containing products found on the general market -	In Progress to offer technological support for people who may have dementia with equipment that is on the open market or via Mascot telecare. Customers appear to be content with standard offering however, a wider offer would be more responsive to future recipients. Need to explore opportunities to exploit mainstream assistive and smart technology to support independent living. i.e. Internet of Things approach. To work with health partners on implementing telehealth.	Carry forward
Investing in staff skills; Increase resource and capacity for undertaking specialist business support roles e.g. a Safeguarding minute taker and training in Safeguarding Minute taking in order to meet our statutory duties	In progress: Working with L& D	Carry forward
Responding to upcoming demands.	With regard to COVID-19 Pandemic, Initiatives and pilots are underway to be reviewed in March 2021 (TADD and D2A, Rapid Response and community champions) In particular for people from under represented groups.	Carry forward

Service Objective 1		Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Improve quality of Practice with timely interventions. Develop and embed a quality assurance framework.		Continuously improve
		Bridge the gap and reduce inequalities
		Statutory requirement

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
(SPI) No of Carers receiving services and/or information and advice	1095	Green	1,180	1,200	1,250	1,300	1,500	Monthly	High
(SPI) % people receiving "long term" community services	73%	Green	72%	72%	72%	72%	72%	Monthly	High
(SPI) No. of DTOCs - Adult Social Care delays only	suspended due to COVID19	Not Yet Known	suspended due to COVID19	TBC by NHSE	TBC by NHSE	TBC by NHSE	TBC by NHSE	Annually	Low
(SPI) % of older people (65 and over) still at home 91 days after discharge from hospital into reablement/rehabilitation services	85.70%	Green	78.80%	78.8% but TBC by BCF	78.8% but TBC by BCF	78.8% but TBC by BCF	78.8% but TBC by BCF	Annually	High
(LI) Timely Intervention -Completion time from allocation to completed assessment.	n/a	Not Yet Known	TBC	TBC	TBC	TBC	TBC	Quarterly	Within a range
(LI) Increase % the take up of direct payments and personalised support -(benchmark against London to agree % increase)	n/a	Not Yet Known	TBC	TBC	TBC	TBC	TBC	Monthly	High
(SPI) Safeguarding Concerns to Enquiry Conversion Rate	N/A - New indicator for 2020-21	Does Not Apply	30%	31%	32%	33%	34%	Monthly	High
(LI) Broaden the offer of provision of community resources, support, advice and guidance in the voluntary sector to meet current demand	n/a	Not Yet Known	TBC	TBC	TBC	TBC	TBC	Annually	High
(LI) Increased improvement on the quality of our intervention - via increased number of compliments recorded which indicate customer satisfaction	n/a	Not Yet Known	TBC	TBC	TBC	TBC	TBC	Monthly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Timely, good quality intervention	Embed within the QA Framework, the recommended completion time from allocation to completed assessment as a measureable output.	Jan-21	ongoing
Voluntary Sector Offer	Meeting with voluntary sector commissioner to review the offer of resource / provision in the voluntary sector - especially around supporting individuals with easing isolation and safely increasing social interaction	Dec-20	ongoing
Increased usage of direct payments and increased flexible support for carers	No of Carers receiving services and/or information and advice and increased take up of Direct payments	Jan-21	ongoing

Potential barriers to achieving objective

Description of barrier	Mitigating Actions

Impact on the customer/end user

The customer should receive a good quality, improved service. One that meets their identified needs. Customer may also feel well informed, supported and safeguarded against further incidences of abuse or harm. Thus increasing confidence in the Council ASC Department.

Partners / interdependencies

Working jointly with Business Intelligence.

Service Objective 2		Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Increase the take up of Direct Payments for adults and older people		Support our most vulnerable residents of all ages
		Bridge the gap and reduce inequalities
		Statutory requirement

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
(LI) Improved experience of adults customer journey for the individual - Ensure the right intervention, carried out by the right team, at the right time.	n/a	Not Yet Known	TBC	TBC	TBC	TBC	TBC	Quarterly	High
(LI) Improved Quality Assurance - increased quality of work ensuring person centered and strengths based	n/a	Not Yet Known	TBC	TBC	TBC	TBC	TBC	Quarterly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Review take up of Direct Payments	Engage with customers, carers, other agencies eg to ascertain the type of support our citizens want	Dec-20	Ongoing
Adult Customer Journey Mapping	Review the needs of current customers (current offer and the effects of COVID-19 on service delivery)	Dec-20	Apr-21

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Currently Direct Payments are delivered via commissioned agencies, this can impact of the flexible and person centered / creative approach to service delivery.	During COVID government guidance has been disseminated highlighting how to allow the flexible use of Direct Payments to support people during the COVID 19 pandemic. Guidance should be considered and followed. https://www.gov.uk/government/publications/coronavirus-covid-19-guidance-for-people-receiving-direct-payments/coronavirus-covid-19-guidance-for-people-receiving-direct-payments
Currently unsure of the capability to develop a PA directory whereby individuals can safely recruit PA's with the right values and cultural matching. Potential workforce may be impacted / diminished due to the effects of Brexit and COVID19	A mixture of face to face meetings, questionnaires and video conferences will enable engagement to continue.

Impact on the customer/end user

Customers should have a person centered service with clear outcomes and opportunities to explore their community. People who need higher levels of care and support will continue to receive this in the most appropriate setting for their needs.

Partners / interdependencies

Work closely with Business Intelligence Team, Direct Payment Team as well as colleagues in health with regard to personal health budgets as well as partners in the voluntary sector (Carers center).

Service Objective 3

	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Review and develop assistive technology / Mascot Telecare; ensure that the service model is able to increase the number of self funding customers. Increase the offer of assistive technology, research the general market place in order to utilise the widest range of assistive technologies.	Support our most vulnerable residents of all ages
	Bridge the gap and reduce inequalities

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Number of self funding Mascot customers	1458	Not Yet Known	TBC	TBC	TBC	TBC	TBC	Monthly	High
(LI) Ensure Telecare is considered at each customer assessment, reassessment and review also prompted at outcomes forum	n/a	Not Yet Known	TBC	TBC	TBC	TBC	TBC	Quarterly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date

Potential barriers to achieving objective

Description of barrier	Mitigating Actions

Impact on the customer/end user

A wider take up of Telecare and other assistive technologies will enable more people to live at home for longer. A higher number of self funding customers will bring income for the Council.

Partners / interdependencies

Service Objective 4

	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Increased integrated working with Health Colleagues	Support our most vulnerable residents of all ages
	Bridge the gap and reduce inequalities
	Statutory requirement

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
(LI) Maintain 7 day working arrangements until spring 2021 to reduce the number of delays attributed to social care.	n/a	Not Yet Known	TBC	TBC	TBC	TBC	TBC	Quarterly	High
(LI) Develop pathway to reduce hospital admissions	n/a	Not Yet Known	TBC	TBC	TBC	TBC	TBC	Quarterly	High
(LI) Maintain Reablement offer and pathway	n/a	Not Yet Known	TBC	TBC	TBC	TBC	TBC	Quarterly	Within a range

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Home First Project	Project focusing supporting people to return to their own homes, rather than residential or nursing care	Sep-19	Ongoing
Blue Bird Project	Project with Health colleagues to prevent admission into hospital	Aug-20	Ongoing
Increase Reablement Capacity	Evaluate the Team Manager Role and bring in line with other ASC Team Managers to provide improved service structure. Resulting in a more efficient run service, leading to better outcomes for people who make use of the service.	Feb-21	Ongoing

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Organisational barriers and challenges between Health and Social Care Colleagues. Funding constraints hinder investment into the new services.	*Following re-evaluation, funding the uplift to the Reablement Team Manager role.*

Impact on the customer/end user

Customers are able to remain in their own homes for as long as possible, thus reducing the demand on residential and nursing care, ensuring availability for those who are most vulnerable.

Partners / interdependencies

Service Objective 5

	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Increase take up of flexible and person centered support for carers particularly those from BAME Communities	Support our most vulnerable residents of all ages
	Bridge the gap and reduce inequalities
	Statutory requirement

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
(LI) Increased number of carers making / receiving contact and taking up support (at different levels)	n/a	Not Yet Known	TBC	TBC	TBC	TBC	TBC	Monthly	High
(LI) Increased number of carers accessing Direct Payments	n/a	Not Yet Known	TBC	TBC	TBC	TBC	TBC	Monthly	High
(LI) Increased number of carers from BAME Communities accessing support	n/a	Not Yet Known	TBC	TBC	TBC	TBC	TBC	Monthly	Within a range

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Review of Carers Strategy	Ensure carers strategy contains meeting the needs of carers from BAME Communities	Dec-20	Feb-21
Review support for individuals and carers from BAME Communities	Review community assets and the offer for carers, for effectiveness, accessibility, meets the needs of the people and cost effective.	Mar-21	Sep-21
Review Direct Payment PA database	Review of the Database in order to target and increase the numbers of PA's from all cultural backgrounds, in order to meet the needs of all communities. Ie cultural matching.	Jan-21	ongoing
Improve & promote the Direct Payments service within local communities, also targetting BAME communities	Focused publicity campaign	Sep-21	ongoing

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
PA database may require improvement/development	*Improve/develop systems*

Impact on the customer/end user

Provide more diverse and representative personal assistance, and imporvement to social capital and more diverse recruitment.

Partners / interdependencies

Local & voluntary partners

People

Most Direct Provision staff have gained experience in working across the services and have proved to be able to work flexibly with a range of customers of varying needs. During COVID we have been able to have in place flexible working with staff, not only from venues (home and office based) but also across teams. We have been able to respond to demand by workers being placed where they are most needed, for example hospital to home team or safeguarding. Having a flexible approach has meant that service delivery has evolved, for example 7 day working for hospital discharges.

Reablement - most staff are office based due to the system and process including the demand and unpredictability of working during the pandemic. Staff mostly come into the office on allocated days to undertake administrative duties. Going forward, we aim to provide smarter working methods for all staff including the ability to update electronic case recordings " on the go."

Technology

Staff work directly with customers to undertake assessment of need, prescribe equipment, create support plans and carry out reviews. Teams have successfully worked on a rota basis either from home and in the office during the pandemic. Social Workers, Occupational Therapists and Social Care workers are able to undertake assessments remotely with customers, using variety of online platforms such as Skype or Zoom. Workers were provided with smart phones and or laptops, depending on their role and needs, to give further flexibility to work agilely across various sites and from home. An increase in PI terminals in the office is necessary to ensure desktop usage and to compliment existing laptops. In particular for reablement, as due to the nature of their roles, workers return to the office to undertake administrative tasks.

Workers

As previously set out, in terms of service improvement we are in the midst of a reorganisation this was halted due to the COVID 19 pandemic. This is due to restart and will now incorporate staff working from home to ensure they have the right tools and support to do the job well. Paying particular consideration to work / life balance and managing overall staff wellbeing. Regular online meetings and platforms such as WhatsApp groups have been well utilised to provide peer support and in order to maintain staff wellbeing and to ensure timely information is disseminated. During the height of the pandemic, managers and workers reported that they benefited from daily online meetings to share information.
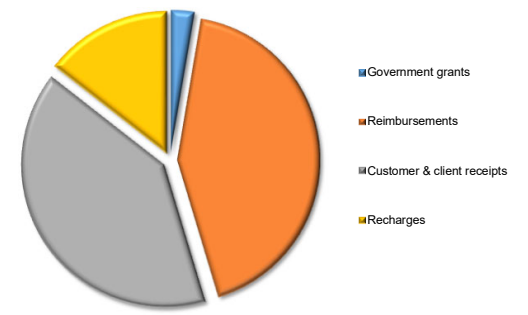
Adult Social Care future budget includes agreed savings for 2021/22 & 2022/2023. This will changed once the MTFS is finalised for 2021 onwards. The service will continue to have many challenges, such as demand pressures for services, the presentation of clients with more complex needs requiring services. Local provider markets remain volatile to change and increases in provider costs such as pay and pensions. There is also the uncertainly surrounding the future funding of social care, policy and potential for legislation on integration and the overall impact of the COVID-19 pandemic.

DEPARTMENTAL BUDGET AND RESOURCES

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Expenditure	**80,958**	**84,310**	**84,665**	**1,587**	**85,093**	**84,162**	**86,170**	**87,978**
Employees	16,198	16,750	17,473	365	18,275	18,309	18,277	18,296
Premises	369	459	416	(157)	366	372	377	382
Transport	1,430	1,639	1,352	(250)	1,347	1,366	1,386	1,406
Supplies & Services	2,451	3,058	3,172	814	3,189	3,257	3,304	3,352
3rd party payments	43,797	45,427	45,898	1,554	46,317	45,746	46,521	47,244
Transfer Payments	9,894	10,379	9,546	(734)	8,429	7,942	9,135	10,129
Support services	6,681	6,460	6,669	-	7,027	7,027	7,027	7,027
Depreciation	139	139	139	(5)	143	143	143	143

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P7	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Income	**23,526**	**27,556**	**22,807**	**(2,426)**	**22,861**	**22,877**	**22,877**	**22,877**
Government grants	710	4,102	607	3,815	607	607	607	607
Reimbursements	10,214	13,198	9,775	(3,412)	9,759	9,775	9,775	9,775
Customer & client receipts	9,085	6,999	9,184	(2,829)	9,185	9,185	9,185	9,185
Recharges	3,516	3,257	3,241	-	3,310	3,310	3,310	3,310
Reserves	-	-	-	-	-	-	-	
Capital Funded	-	-	-	-	-	-	-	

Council Funded Net Budget	**57,433**	**56,754**	**61,858**	**(839)**	**62,232**	**61,285**	**63,293**	**65,101**

Capital Budget £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
	-	0	0	0	0	0	0	0

2020/21 Expenditure

- Employees
- Premises
- Transport
- Supplies & Services
- 3rd party payments
- Transfer Payments
- Support services
- Depreciation

2020/21 Income

- Government grants
- Reimbursements
- Customer & client receipts
- Recharges

Summary of major budget etc. changes

2020/21

2021/22

2022/23

2023/24

270

Service Plan for : Housing Needs and Enabling				
Service Manager:	*Steve Langley*		Cabinet Member:	*Councillor Martin Whelton*

Overview of the service

To fulfil statutory housing functions including the prevention and relief of homelessness and the enforcement and regulation of the private rented sector.

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

The purpose of this service is to:

- Prevent and relieve homelessness in accordance with statutory housing law, including the reduction of rough sleeping in the borough
- Provide homes to people in housing need
- Formulate and deliver statutory homelessness and rough sleeper strategy for the borough
- Maintain the housing register and choice based lettings process and nominate households to vacant housing association homes
- Maximise supply of homes with private landlords
- Provide care and housing support to vulnerable adults via Shared Lives
- Carry out a statutory duty to enforce Environmental Health (Housing) legislation
- Provide mandatory grant assistance for improvements and adaptations
- Commission and monitor Housing Related and Floating support
- Relationship management between the council and stock transfer housing associations

Merton's ambitions

Support our most vulnerable residents of all ages

Maintain a clean and safe environment

Create a great place to grow up and live in

Build resilient communities

Bridge the gap and reduce inequalities

Continuously improve

What do we need to do?

Customer Insight	Data and intelligence	National / Regional policy implications	Working to be London's Best Council
Our customers are residents of the borough who are:

• Threatened with a homeless episode
• Are homeless
• Are the Council's Housing register and waiting for a social housing tenancy
• Households in temporary accommodation
• Facing harassment or illegal eviction
• Are experiencing disrepair in their homes (this extends to the private sector and housing association tenants)
• Experiencing insanitary conditions
• Require major adaptions to their home as part of a disabled facilities grant
• Are rough sleeping, or at risk of rough sleeping
• In need of care and support in shared lives accommodation
• Gypsies and travellers in need of housing assessment or a permanent pitch
• Landlords with properties in the borough | Since the first lock down at the end of March, there has been an increase in the number of people found rough sleeping as a result of losing their employment due to the economic downturn related to Covid 19, and this increase is likely to continue until the economy recovers. Supply of suitable accommodation in the private rented sector available to our client group is also likely to decrease due to increasing regulations and financial burden to landlords. It is therefore envisaged that our service will come under increasing pressure.

Whilst the country continues to be under lockdown processes it is the case that evictions have been stopped by Government directive. We are advised that at the earliest evictions may resume in January 2021. It is impossible to accurately predict how many people, of which size and family composition, will seek the Council's assistance. Some housing professionals suggest a tsunami of homeless applications in future months and years, but there is insufficient data and advice to support these predictions. We would need to review this service plan just as soon as the country moves away from a pandemic situation into a more "business as usual" scenario.

As a final point a Homelessness and Housing Need is not just driven by people's behaviours but socio-economic factors which at the present time are largely unknown. | The service is subject to regular and unprecedented changes to Housing law and practice.

There have been two changes to s21 notice requirements since the outbreak of the pandemic as well as evictions being suspended, reinstated and suspended again . There is a potential for further changes for notices, either back to pre-Covid levels or further changes for the notice period. In addition further lockdowns may see suspensions of eviction proceedings. There are implications for the service in terms of the advice we provide customers as well the effect on demand for temporary accommodation particularly when suspensions are lifted.

It is clear, based upon recent variations that these changes inevitably lead to higher demand for accommodation and support, particularly for those groups who are the most vulnerable members of our society. It is also the case that the housing service through changes to national policy has been supporting NRTPF cases which ordinarily would not be eligible for support. Housing enforcement law continues to be relatively unchanged at this time, however, given that the private sector will increasingly be the main form of supply for our residents and for this service will increase.

Through the 'Everyone In' programme during the first lock down, we have placed 69 rough sleepers into temporary accommodation to date. | • C&H Recovery and reset programme
• Increased Digital working-- new housing software system, digital scanning and archiving
• Working towards elimination Rough Sleeping in Merton.
• Maintain position of having lowest numbers of homeless households in London
• Tackle poor housing condition through enforcement, including prosecutions and Civil Penalties
• Build upon Shared Lives to provide accommodation and support to a wider cohort of vulnerable individuals - including young people
• Continue to deliver housing support and support services and protecting vulnerable people in their homes.
• Use service insight to inform Housing Strategy by Future Merton |

Where are we now?		
Objectives from the last service plan refresh:	Progress made against objectives:	Close / carry forward?
Private Sector Housing Enforcement: Develop and implement a range of Housing Enforcement measures to protect private tenants in Merton.	Ongoing service delivery. 3 prosecutions and 1x CPN.	Carry forward
Rough Sleeper initiatives: Deliver a range of Rough Sleeper initiatives so as to halve the number of rough sleepers in Merton by 2022.	Ongoing service delivery, supported by a range of grants to the value of £1.5m to support this work.	Carry forward
Public Protection Technology Upgrade: Work with IT / E&R on re-procurement / replacement of M3PP, cloud hosting and subsequent upgrade of M3PP to Assure.	This is led by the Business System Manager in IT BST. Minimal Housing involvement in 2020/21. Project ongoing.	Carry forward
Housing IT software re-procurement: Re-procure all IT Sofware solutions for Housing Needs (Homelessness, Temporary Accommodation & Rent Accounts, Housing Register and Choice Based Lettings).	Procurement process completed, supplier selected. Currently implementing. Scheduled to complete Qtr. 4 2020/21.	Carry forward
Homelessness Strategy Implementation: Work with stakeholders to deliver the strategy and monitor the completion of the actions arising from the Homelessness Strategy.	Draft Strategy produced and consultation concluded but sign - off of the strategy has been interrupted by Covid-19 pandemic. Strategy needs refresh to reflect Covid 19 and grant funding.	Carry forward

Service Objective 1				Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions					
Prevent homelessness in the borough				Support our most vulnerable residents of all ages					
				Statutory requirement					

Performance Measures

Indicator	*2019 / 20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
Number of homelessness preventions annually	480	Green	450	*450*	*450*	450	450	Monthly	High
No. of households in temporary accommodation (monthly average)	178.4	Green	200	240	240	240	240	Monthly	Low
Average length of stay (nights) of Families in non-self-contained B&B	N/A - New indicator for 2020-21	Does Not Apply	21 nights	*21 nights*	*21 nights*	21 nights	21 nights	Quarterly	Low

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
New Housing Software utilisation	Embed use of new Housing "CRM" system, including processes and customer engagement, includes Business Support process work	*2020/21*	*ongoing*
Housing Options Toolkit	Staff guidance on best practice implementing our homeless duties. Kept under review.	*2020/21*	*ongoing*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Huge demand for services following C19 lockdown	*Maximise supply from all sources*
Government guidance changes rapidly in response to Covid 19	*Maintain regular contact with MHCLG and London Councils Directors group*
Loss of Homelessness grants	*Maintain regular contact with MHCLG to ensure they understand importance*

Impact on the customer/end user

Prevention of homelessness

Partners / interdependencies

Will require support of landlords and Government support and grant funding

Service Objective 2				Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions					
Deliver on Housing Enforcement Policy				Statutory requirement					
				Support our most vulnerable residents of all ages					
				Bridge the gap and reduce inequalities					

Performance Measures

Indicator	*2019 / 20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
Number of enforcement/improvement notices issued annually	127	Green	80	*100*	*100*	100	100	Quarterly	High
No. of cases resulting in a Prosecution or Civil Penalty Notice of a Landlord	N/A - New indicator for 2020-21	Does Not Apply	4	*4*	*4*	4	4	Annually	Low

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Issue Civil Penalty Notices/ Prosecutions	Continue to build skills in regards to successful prosecutions / CPNs	*2019/20*	*ongoing*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Disruption to enforcement due to Covid 19	*PPE and risk assessments*

Impact on the customer/end user

Delays to problem resolution.

Partners / interdependencies

Legal Services, Planning, Landlords

Service Objective 3				Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions					
Eliminate Rough sleeping by 2025 as per GLA strategy				Support our most vulnerable residents of all ages					
				Statutory requirement					

Performance Measures

Indicator	*2019 / 20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
To halve the number of Rough Sleepers by 2022, and reduce to zero by 2025	N/A - New indicator for 2020-21	Does Not Apply	17	*14*	*10*	7	3	Annually	Low

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
RS pathway to settled accommodation	Place clients onto an accommodation pathway, from TA to interim housing then settled accommodation	*Already started*	*Requires further funding after march 2020*
RS access to training and employment	Assist clients to become more independent by assisting them to access training and employment	*Already started*	*Requires further funding after march 2020*
RS Support	Arrange appropriate support for clients including day-to-day support, tenancy sustainment work, floating support, and specialist support relating to drug / alcohol and mental health issues	*Already started*	*Requires further funding after march 2020*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Entrenched clients either refusing to go into accommodation, or abandon accommodation or get evicted	*Seek additional funding for named entrenched clients e.g. through Target 1000, and work with partner agencies to provide bespoke support for these clients*
Some clients face barriers in accessing training e.g. language barrier, lack of structure in their lives, or unable to access employment due to criminal record	*Seek funding to extend CMF project to provide assistance to all rough sleepers and not just migrant rough sleepers*
Entrenched clients often require extremely costly intensive supported housing or care home to help them recover	*Seek additional funding for named entrenched clients e.g. through Target 1000*

Impact on the customer/end user

Sustainable housing options for rough sleepers including entrenched ones, help clients move off the streets and re-build their lives, and help reduce anti-social behaviour, unsightly encampments thus improving community relations

Partners / interdependencies

We rely on intelligence provided by our partner agencies to help locate rough sleepers and to help persuade them to go into accommodation. Partner agencies include the Police, Clarion Housing, Faith in Action, Merton Street Pastors, YMCA, Love Wimbledon and council teams such as Public Spaces, Parks, Environmental Patrol etc.

Service Objective 4				Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions						
Maximise Housing supply for residents in housing needs				Support our most vulnerable residents of all ages						
				Create a great place to grow up and live in						
Performance Measures										
Indicator	2019 / 20 Actual	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*	
Successful Nominations to HA homes (let)	252	Red	*none*	250	250	250	250	Annually	High	
Rent Deposit / Private Sector lettings	41	Green	40	40	40	40	40	Annually	High	
Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*										
Project / activity name	Description							Proposed start date	Proposed end date	
Greater collaboration with Future Merton	Maximise affordable housing in the borough							*ongoing*	*ongoing*	
Join Capital Letters	Consider joining Capital Letters programme to increase supply to discharge homeless duty							*2020/21*	*2021/22*	
Empty Homes	Consider pros and cons of implementing an Empty Homes Strategy							*2020/21*	*2021/22*	
Potential barriers to achieving objective										
Description of barrier				*Mitigating Actions*						
Lack of sites										
Lack of GLA grants for housing association development										
Political Support				*Make a robust business case*						
Impact on the customer/end user										
Reduced periods in Temporary Accommodation and improved suitability of properties										
Partners / interdependencies										
Future Merton, GLA, Housing Associations										

Service Objective 5				Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions						
Diversify Shared Lives portfolio to include young people				Support our most vulnerable residents of all ages						
				Continuously improve						
Performance Measures										
Indicator	*2019 / 20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*	
Go Live with portfolio for young people	N/A - New indicator for 2021-22		*n/a*	Plan complete	*Plan complete*					
Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*										
Project / activity name	Description							Proposed start date	Proposed end date	
Housing Opportunities for Young People	Work with CSF to develop Shared Lives opportunities for young people, exploring the links with short breaks services							*2020/21*	*ongoing*	
Potential barriers to achieving objective										
Description of barrier				*Mitigating Actions*						
Lack of Shared Lives carers				*Maintain good relationship with existing carers and advertise for others*						
Impact on the customer/end user										
Increased life chances for young people										
Partners / interdependencies										
Shared Lives Plus, private sector, Legal services, Children's Schools & Families										

People

- 33 staff (23 permanent and 10 agency staff)
- 9.61 days sickness per employee (rolling period) Permanent staff
- 9 staff are new in post in the last 12 months (5 of these were new posts)
- 16 BAME staff – 48% (permanent and agency)
- Age Range of Employees (permanent)
  30 & Under - 8.70%, 40 - 50 - 17.39%, 50 - 60 - 56.52%, Over 60 - 17.39%

Workforce planning – the department has an ageing workforce, with many long serving members of staff, which brings a risk that when key staff leave, it may be difficult to fill their roles. Succession planning is vital to ensure we are confident that plans are in place to grow our own, through development, mentoring, apprentices, training etc. or recruiting pro-actively to ensure key roles. 5 posts are funded via MHCLG grants, which are subject to review and renewal. Currently these grants are single year and therefore forward planning , assessing delivery options and service continuity planning is restricted.

Recruitment and retention – It is becoming increasingly difficult to recruit to Housing Options Advisor posts and Housing Enforcement / Environmental Health officers.

Morale, health and wellbeing – Sickness levels in the department are slightly above the corporate target, however this is primarily due to an episode of long-term sickness. . Public Health are responsible for rolling out the Healthy Workplace programme throughout the Council. Regular updates on action arising from the staff survey are provided to staff through annual staff seminar, Director Briefings and divisional meeting.

Leadership – The leadership of the department is key to the successful implementation of this plan.

The key issues faced include:

- Specialist / hard to recruit posts
- Discuss, engage and consult on all aspects of service delivery and planning
- Managing sickness levels
- Ensuring all staff have the right IT skills to utilise our IT fully and to support of flexible and home working.

Technology

The Housing Needs service has completed the procurement of a new hosted Housing System and this is being delivered by Home Connections during Q3 and Q4 of 2020/21. This has the full support of IT. The new system combines three systems into one - incorporating the Home Connections Choice Based Lettings and Hope systems and the Housing Register and Temporary Accommodation functionality from Capita Housing. This has been on the IT implementation plan.

Our Housing Enforcement team use M3PP. The lead department for this is E&R Shared Regulatory Services. The system moved to a cloud-based environment last year, provided by Northgate. The system will upgrade to the latest iteration, Assure.

The large amount of paper based files in Housing have been scanned during Q3 2020/21 and the service plans to have post scanned directly to SharePoint / O365 to prevent further paper being processed. The service will contribute its priorities for mobile and remote working, that enables greater efficiency in completion of processes and procedures. This will be fed through the Housing work stream of C&H Recovery & Reset and the Corporate Recovery & Modernisation programme, Digital by Design workstream.

Service improvement

The Housing Team is currently in the midst of the largest ever change to work processes and procedures. We have worked with the Business Improvement Team in order to map our processes for the existing workflow. Will continue to engage and seek their support to process map how we work with the new technology, with regards to the both Home Connections and Sharepoint.

The new Home Connections system with provide an improved customer experience by the use of on-line forms and a customer portal. Additionally, the implementation of this new technology should bring improved service delivery and benefit customers and staff

The housing needs and enabling service also encompasses prevention, rough sleepers and temporary accommodation. There are many challenges in this service such as the increase in demand for temporary accommodation and availability of properties in the borough. It is expected that the budget pressures experience during the current financial year will continue in future years until additional funding is identified either nationally or locally and more properties becomes available in the borough. Financial pressures is further compounded by the COVOID-19 restrictions which has affected the services' ability to effectively preform all its duties around Homes in Multiple Occupations and the licencing thereof.

DEPARTMENTAL BUDGET AND RESOURCES

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Expenditure	**4,879**	**6,768**	**6,356**	**2,841**	**6,548**	**6,589**	**6,629**	**6,668**
Employees	1,256	1,156	1,425	15	1,457	1,458	1,458	1,458
Premises	75	64	63	2	64	65	66	66
Transport	30	15	30	(15)	31	31	32	32
Supplies & Services	169	216	172	40	220	223	225	228
Transfer Payments	571	1,542	571	1,535	530	530	530	530
3rd party payments	2,403	3,396	3,691	1,264	3,815	3,851	3,887	3,923
Transfer Payments	0	0	0	0	0	0	0	0
Support services	315	317	342	0	363	363	363	363
Depreciation	62	62	63	0	68	68	68	68

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Income	**2,844**	**4,402**	**2,609**	**2,150**	**2,609**	**2,609**	**2,609**	**2,609**
Government grants	336	1,292	136	1,173	136	136	136	136
Reimbursements	2,174	2,597	2,108	880	2,108	2,108	2,108	2,108
Customer & client receipts	335	513	365	97	365	365	365	365
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
Council Funded Net Budget	**2,035**	**2,366**	**3,747**	**691**	**3,939**	**3,980**	**4,020**	**4,059**

Capital Budget £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Disabled Facilities Grant		764	575	-	827	827	532	280
LD Affordable Housing		0	100	0	0	1,483	145	0
	0	764	675	0	827	2,310	677	280

2020/21 Expenditure — Employees, Premises, Transport, Supplies & Services, Transfer Payments, 3rd party payments, Transfer Payments, Support services

2020/21 Income — Reimbursements, Customer & client receipts

Summary of major budget etc. changes

2020/21

Service is in receipt of several housing related grants to enable the service to perform its statutory duties:-
Prevention and Flexible Homelessness Support Grant
Rough sleepers Grant
Transfer of Housing Related Support budget from Adult Social Care to Housing from financial year 2020-21

2021/22

Service expects that grant allocations will continue

2022/23

Service expects that grant allocations will continue

2023/24

Service expects that grant allocations will continue

Service Plan for : Library & Heritage Service			
Service Manager:	*Anthony Hopkins*	Cabinet Member:	*Councillor Caroline Cooper-Marbiah*

Overview of the service

Merton Library & Heritage Service is a high performing and low cost service. It has some of the highest usage and satisfaction rates of any service in London and has delivered a number of high profile projects that have received national attention. It is a statutory service governed by the 1964 Public Libraries and Museums Act. The service aims to remain a high performing and low cost service and to support the objectives of the Council by delivering excellent customer service in all that it does; integrating services and providing a broader offer to residents wherever possible and required; develop its online facilities to put them at the forefront of library technology; make our services even more accessible.

Merton's ambitions

Support our most vulnerable residents of all ages

Maintain a clean and safe environment

Create a great place to grow up and live in

Build resilient communities

Bridge the gap and reduce inequalities

Continuously improve

What do we need to do?

Customer Insight	**Data and intelligence**	**National / Regional policy implications**	**Working to be London's Best Council**
The last customer survey was conducted in November 2019 and performance is summarised as follows: *- 100% of respondents were satisfied with their library experience with 97% of respondents rating the library as very good/good, a 4% increase on the previous survey.* *- 100% of respondents were satisfied with the overall customer service they experienced with 97% rating it as very good/good, a 4% increase since the previous survey.* *- 95% respondents rated the inside of the library as very good/good, up from 91% since the last survey.* *- 100% of respondents considered Merton's libraries to be a safe place with 95% of respondents rating the safety of the library as very good/good, an increase of 4% from the previous survey.* *- 83% of respondents rated the choice of books as very good/good, a 6% increase in satisfaction since the last survey.* *- 100% of respondents were satisfied with staff helpfulness with 96% rating it as very good/good, a 2% increase from the previous survey.* *- 88% of all respondents said that the library had helped them in some way, a 20% increase since the previous survey.* *The service is highly regarded and receives more compliments than complaints in an average year. The main areas for complaint are usually regarding public toilet and IT facilities.* *Libraries hold a unique place within the community as a public space that is open to all. Where customers cannot make it to libraries a Home Visits Library Service provides books and other materials to people's homes. Increasingly Library Connect (pop-up library solution) is also used as a way of engaging with underrepresented groups.* *Residents from BAME backgrounds make the most effective use of libraries with high proportions in particular of Asian and Black British people.*	*Usage of Merton's libraries has seen a steady increase year-on-year. In 2006 only 18% of the resident population regularly used their library service and this has now increased to 36% in March 2020. Figures have dropped off a little due to the current Covid-19 pandemic and the enforced closure of buildings. Whilst online services such as e-books and online reference materials have seen a significant increase in their usage they are still a small fraction of the overall service offering, which is mainly delivered through the library buildings. Reopening services safely and restoring customer confidence are key to regaining some of the previously high figures of usage.* *66% of Merton residents are library members and usage is at its highest amongst children and young people. Diversifying the service offer and enhancing digital services are key to increasing usage. A focus is also on improving the way that services report the impact of what they provide and demonstrating how they impact on wider agendas such as health, community resilience and employability.*	*There a number of national and regional policy documents that have implications for the service. The main documents to note are:* *- Public Libraries & Museums Act 1964* *- 'Libraries Deliver; Ambition for Public Libraries In England' - DCMS commissioned 5-year strategy for public libraries in England* *- 'Libraries Covid-19 Recovery Toolkit' - Libraries Connected* *- 'Levelling Up Our Communities' - Dannie Kreuger MP. The report highlights libraries heavily as catalysts for community and high street recovery.*	*Merton's Library & Heritage Service has played an important role in making Merton a great place to live, work and study and continue to contribute actively towards becoming London's best Council. It does this by working in a collaborative manner and in delivering on corporate objectives. The objectives in this Service Plan are aligned to making Merton's Library & Heritage Service an important part of the Council's ongoing continuous improvement plans and all objectives sit within the strategic themes of the Council's business planning documents.* *The impact of the Covid-19 pandemic has been significant to the service and has had an impact on the way that customers have traditionally accessed services and this will need to evolve and rely even more heavily on providing excellent digital services for customers. During lockdown the service played an important role in supporting the Council's community response to the pandemic including playing an active role in the Community Response Hub, Shielding Service and food distribution. The partnerships developed during this work has enabled new projects to be developed, which are outlined in the Delivery Plan. The service also has trained and knowledgeable staff available to support any additional corporate pressures with regards to the Covid-19 response, should they be needed.*

Where are we now?		
Objectives from the last service plan refresh:	**Progress made against objectives:**	**Close / carry forward?**
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.	Enhanced suite of health services available in libraries and delivering prevention programs in partnership with local organisations.	Carry forward
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.	Consultation has been completed and the new Heritage Strategy is in draft format and will shortly be considered by Cabinet / CMT. External funding was drawn in last year to deliver the 'Common Sense' project and to further enhance the services digital offer.	Carry forward
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.	New library management system has been implemented along with some new technological developments including the library customer app. A further development of customer facing services is expected to be released by March 2020. Self-service technology tenders have been issued and are currently being evaluated. New solution is expected to be deployed between January and April 2020.	Carry forward
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.	Libraries and Schools Membership Scheme is embedded across all primary and high schools but will need to evolve into more of a digital offer as class visits etc. reduce due to the pandemic. The majority of the 'Project Sense' project deliverables have been achieved but some elements will be reviewed and delivered in new ways once it is safe to do so.	Carry forward
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.	Customer Survey completed in October 2019 and showed high levels of customer satisfaction. Consultation has also recently been completed regarding developing the new Heritage Strategy. Online resources and e-marketing has been enhanced throughout the pandemic and further work is currently being undertaken to upgrade the e-newsletter resource and to develop personalisation elements linked to customer accounts as part of the library services platform project.	Carry forward
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.	The service achieved its increased income targets for last year and had a good plan of activity for this year. Due to the impact of the pandemic this has had a major impact on the use of the Merton Arts Spaces and the coffee shops are also struggling to stay afloat due to reduced customer numbers. Recovering these services in new and innovative ways is crucial to achieving this objective for the future.	Carry forward
Increase volunteer numbers and skills in supporting customers with more complex IT needs and promote 'channel shift' to online services.	Volunteer review completed and new roles drawn up to reflect current needs. Volunteer policies and procedures have also been revised. Ongoing work is being undertaken to further support residents into improving their digital skills.	Carry forward
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.	New contractor started in April 2020. Ongoing monitoring of performance continues.	Close
Progress redevelopment opportunities for West Barnes Library and work collaboratively with partners to look at potential opportunities for other sites.	West Barnes Library redevelopment plans are currently under review to ascertain their feasibility in the current climate. Other integration opportunities regarding libraries with other services continues. Merton Arts Space has been a particular success in drawing in new audiences and developing the boroughs cultural offer.	Carry forward

How will we get there?									
Service Objective 1					**Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions**				
Covid-19 Recovery Planning					Build resilient communities				
					Bridge the gap and reduce inequalities				
					Statutory requirement				

Performance Measures

Indicator	*2019 / 20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	Frequency	Polarity
Visitor figures	1,115,562	Amber	1,200,000	*1,200,000*	*1,200,000*	1,200,000	1,200,000	Monthly	High
No. of people accessing library by borrowing item or using a peoples network terminal at least once in previous 12 months	65,791	Green	56,500	*56,500*	*56,500*	56,500	56,500	Monthly	High
Active volunteers in libraries (rolling 12 month fig)	304	Green	230	*230*	*230*	230	230	Monthly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Library Opening Hours	Reopen library services in a manner that is safe to do so with the long term aim of recovering library opening hours to pre-Covid-19 levels	*Jul-20*	*Mar-22*
Library Income	Analyse the impact of library income and develop plans for trying to regain income somewhere	*Mar-21*	*Oct-21*
Site Reconfigurations	Configure library buildings so that they provide a safe experience for customers to regain trust in using them	*Apr-21*	*Dec-21*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Further national or local pandemic restrictions	*Work closely with Public Health and Health & Safety colleagues to ensure that guidance is being appropriately provided. Highlight impact of any closures and mitigations*
Customer confidence in using the spaces	*Proactive marketing and engagement plans to demonstrate the safety of the spaces and the services provided*

Impact on the customer/end user

Recovery of services to levels that customers are used to pre-pandemic whilst also developing new approaches to service delivery

Partners / interdependencies

The plans are dependent upon Public Health, Health & Safety and Human Resources guidance

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Service Objective 2					**Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions**				
Improving residents health outcomes with a particular focus on the most vulnerable in our communities					Support our most vulnerable residents of all ages				
					Bridge the gap and reduce inequalities				
					Build resilient communities				

Performance Measures

Indicator	2019 / 20 Actual	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	Frequency	Polarity
% of participants reporting positive impact on their health and wellbeing as a result of attending a health focussed session	New indicator	Not Yet Known	*Not applicable*	60%	*65%*	70%	75%	Annually	High
Number of health sessions delivered in libraries	New indicator	Not Yet Known	Not applicable	360	360	360	360	Annually	High
Number of health partnerships developed	New indicator	Not Yet Known	Not applicable	10	11	12	14	Annually	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Prevention offer	Continue to enhance the health prevention offer in libraries working collaboratively with partners. Improve techniques for recording and evaluating the impact of services	*Apr-19*	*Mar-22*
Campaigns and Events	Ensure that key public health messages and events are well promoted and delivered both online and in libraries	*Apr-19*	*Ongoing*
Information Offer	Ensure that there are good levels of information available both online and through libraries. Deliver training to ensure that staff skills are continually developed.	*Apr-19*	*Ongoing*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Restrictions on access to using libraries and limits on events	*Continue to closely follow and apply government guidance. Use other channels to deliver the offer*
Capacity amongst health colleagues to support programmes	*Set out clear and realistic objectives that take into account potential scenarios*

Impact on the customer/end user

Improved health and wellbeing of customers and better joined up approach to promoting health services in the borough

Partners / interdependencies

This work involves close collaboration with health colleagues and in particular Public Health and Adult Social Care colleagues

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Service Objective 3					**Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions**				
Increase community participation in heritage services and raise awareness amongst residents of Merton's rich heritage.					Create a great place to grow up and live in				
					Build resilient communities				

Performance Measures

Indicator	2019 / 20 Actual	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	Frequency	Polarity
Merton Memories web visits	New indicator	Not Yet Known	*Not applicable*	48,000	*52,000*	56,000	60,000	Monthly	High
Heritage Centre volunteer numbers	New indicator	Not Yet Known	Not applicable	25	30	32	32	Monthly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Heritage Strategy	Publish the new strategy and monitor the delivery action plan.	*Jan-21*	*Dec-25*
Community Involvement	Increase volunteering numbers for heritage services and increase community participation in services	*Apr-21*	*Mar-23*
Funding	Continue to apply for external funding to improve the services available for residents	*Apr-21*	*Ongoing*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Limited resources to deliver outcomes	*Apply for external funding to support projects and be clear on what can be delivered with finite Council resources*
Impact on the way customers access service due to pandemic	*Expand digital channels further and develop marketing and engagement plans to support this*

Impact on the customer/end user

Increased access and understanding of the borough's rich heritage

Partners / interdependencies

This objective relies a lot on community response and in particular a number of heritage organisations that the service works closely with

279

Service Objective 4 | **Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions**

Improving residents economic and employment prospects

Support our most vulnerable residents of all ages

Bridge the gap and reduce inequalities

Create a great place to grow up and live in

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Number of employability events / workshops delivered	New indicator	Not Yet Known	*Not applicable*	96	*96*	96	96	Annually	High
Number of participants attending IT training sessions	New indicator	Not Yet Known	Not applicable	1800	1850	1900	1950	Annually	High
% of participants reporting improved skills as a result of attending an employability and / or IT session	New indicator	Not Yet Known	Not applicable	80%	80%	80%	80%	Annually	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Adult Learning offer	Enhance the adult learning offer in libraries working collaboratively with all partners	*Apr-19*	*Mar-23*
Library Space	Reconfigure space to facilitate residents in their search for new employment or to reskill. Develop more services in partnership with other organisations to support this	*Apr-21*	*Mar-23*
Digital Offer	Enhance the digital offer through libraries and provide focussed support sessions for residents to get online. As part of this provide an IT equipment loan scheme.	*Sep-20*	*Mar-23*

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Capacity to be able to host events / activities	*Be clear with partners what can be hosted. Reconfigure spaces where necessary*
Funding to deliver anticipated changes	*Be clear on what can be delivered within existing budgets and apply for external funding when additional funds are required*

Impact on the customer/end user

Improved range of services available to help improve residents economical and educational outcomes

Partners / interdependencies

The projects highlighted work closely with adult learning providers and employment agencies to provide the enhanced offer

Service Objective 5 | **Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions**

Enhance the Library & Heritage Service digital offer

Continuously improve

Create a great place to grow up and live in

Support our most vulnerable residents of all ages

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Number of visitors accessing the library service online	255,417	Green	235,000	*240,000*	250,000	260,000	270,000	Monthly	High
Number of e-book / e-magazine items borrowed	New indicator	Does Not Apply	90,000	100,000	112,000	125,000	135,000	Monthly	High
% of self-service transactions	96%	Amber	97%	97%	97%	97%	97%	Monthly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Self-Service libraries	Implement new self-service offer and provide staffless library offer at the 4 branch libraries	*Jan-21*	*Apr-22*
Library Services Platform	Launch and further develop the LSP to provide an enhanced customer online experience	*Jan-21*	*Ongoing*
Merton Memories	Enhance the Merton Memories website and continue to provide more content online	*Apr-21*	*Ongoing*

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Budgetary constraints to implement new systems	*Ensure that budgets are profiled and in place. The majority of changes are currently included in the Capital Programme*
Capacity to maintain and improve systems including independencies with other departments	*Be clear on resources required and ensure that all projects are incorporated into IT Delivery Plans*
Supplier dependencies	*Ensure robust contract management is in place wit the option to enforce penalties for under performance*

Impact on the customer/end user

Maintain access to library buildings whilst developing new technological platforms to improve the customer experience

Partners / interdependencies

The projects highlighted rely on close collaboration with internal and external IT providers

Service Objective 6 | **Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions**

Children and young people's offer

Create a great place to grow up and live in

Bridge the gap and reduce inequalities

Continuously improve

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Number of schools participating in Schools and Libraries Membership Scheme	New indicator	Not Yet Known	*Not applicable*	46	*46*	46	46	Annually	High
% of Merton school children regularly accessing library services	New indicator	Not Yet Known	Not applicable	70%	72%	74%	76%	Annually	High
Number of SEND tailored events and activities delivered	New indicator	Not Yet Known	Not applicable	168	168	168	168	Annually	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Study Space	Enhance space available to children and young people for studying and provide services to support with their educational development	*Sep-20*	*Ongoing*
Schools and Libraries Membership Scheme	Provide a membership and engagement offer for all Merton school children. Refine the offer to enhance the digital aspects of it	*Sep-20*	*Ongoing*
Project Sense	Complete activities outlined in Arts Council funded project and continue to improve the offer for SEND children and young people	*Apr-20*	*Jun-21*

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Take up from schools	*Continue to enhance engagement plans with schools and act on any feedback given*
Customer confidence in accessing spaces	*Ongoing marketing and engagement plans*
Funding	*Be clear on what can be delivered within existing resources and apply for additional funding, should it be required*

Impact on the customer/end user

Improved service offer for children and young people that focuses in particular on underrepresented groups

Partners / interdependencies

The work involved will be in close collaboration with schools and the Council's Education department

People
The Library & Heritage Service has a comparable gender make up to other parts of the Council but is lower than most services in terms of overall age. Staff development will focus on providing staff with the skills in order to progress either through the service or develop transferable skills to make them more employable. Significant training will put into place for library staff to support the anticipated digital and operational changes highlighted in the Delivery Plan. A long standing developmental need of the service is to continue to improve staff commercial skills and this has been further highlighted due to the anticipated income challenges of the next few years. All staff have now moved across to using Office 365 and ongoing support and training is required for some staff. The majority of staff work solely frontline but are all now set up to be able to work remotely should they need to self-isolate and carry out duties at home. The Service operates 7 public libraries and a Heritage and Local Studies Centre. Some adaptations to the buildings may be required to make them more Covid-safe. Plans to redevelop the West Barnes Library site are currently under review to ascertain the feasibility of this project given the current circumstances.
Technology
All staff computer solutions have recently been upgraded and are fit for purpose for the foreseeable future. The most significant changes will focus on our customer facing technology and in particular the implementation of new self-service technology and staffless libraries. There is also ongoing work to enhance the customer facing online offer. Where major IT projects have been identified they are included in the Capital Funding programme and IT resources have been agreed.
Service improvement
Consideration for further enhancing the services processes focusses on the digital elements identified and improving the commercial skills of staff to generate additional income. The service currently shares a number of its ICT elements such as the Library Management System with other authorities as part of The Libraries Consortium (TLC). It also shares some procurement contracts with other authorities too. It has explored further shared service options and presented various options for outsourcing previously. The decision of previous reviews was to continue to maintain the service in house and considering the additional volatility in the outsourced library market at present it is recommended that the service continues to be delivered by an in house team. The service will continue to explore options to share services to improve outcomes and efficiencies for residents.

Financial Summary

Merton has one of the most effective library services in London. Due to the current pandemic a number of the income generation elements such as hire of spaces and PC printing have had a negative impact on budgets. In order to achieve a balanced budget libraries will need to work creatively to attempt to bring people back into using the spaces, which is a challenge facing many sectors. Further deployment of technology will also enable the service to work in a more efficient way and as outlined in future savings plans.

DEPARTMENTAL BUDGET AND RESOURCES

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Expenditure	3,672	3,715	3,490	94	3,626	3,592	3,605	3,618
Employees	1,083	1,095	1,119	(6)	1,138	1,139	1,139	1,139
Premises	586	647	523	144	523	527	531	535
Transport	4	6	4	(3)	4	4	4	4
Supplies & Services	742	652	556	(25)	580	540	548	557
3rd party payments	18	36	35	(17)	35	36	37	37
Transfer payments	0	0	0	0	0	0	0	0
Support services	669	709	683	0	725	725	725	725
Depreciation	570	570	570	0	621	621	621	621

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Income	655	587	454	122	426	438	438	438
Government grants	68	65	29	-65	0	0	0	0
Reimbursements	209	167	0	74	85	85	85	85
Customer & client receipts	341	348	426	113	341	353	353	353
Recharges	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Capital Funded	37	7	0	0	0	0	0	0
Council Funded Net Budget	3,017	3,128	3,036	216	3,200	3,154	3,167	3,180

Capital Budget £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Libraries Buildings		50	0	0	200	0	0	0
Libraries IT		61	374	0	0	140	0	0
	0	111	374	0	200	140	0	0

2020/21 Expenditure

- Employees
- Premises
- Transport
- Supplies & Services
- 3rd party payments
- Transfer payments
- Support services
- Depreciation

2020/21 Income

- Reimbursements
- Customer & client receipts
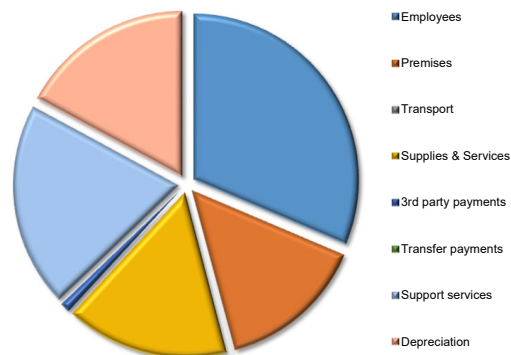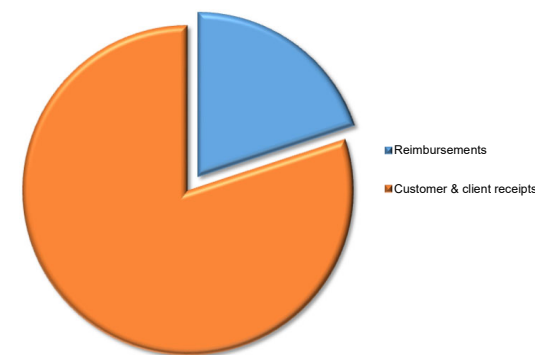
Summary of major budget etc. changes

2020/21

Capital: Library Self-Service £350k .
The service usually bid and receive a number of one-off grants for various projects during the financial year.

2021/22

2022/23

Capital: Library Management System £140k.

Revenue includes savings of £60k.

2023/24

282

Service Plan for : Merton Adult Learning			
Service Manager:	*Anthony Hopkins*	Cabinet Member:	*Councillor Eleanor Stringer*

Overview of the service

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. This is delivered through a strategic investment approach: commissioning provision to the best providers in the field and using an evidence based approach to inform commissioning decisions.

The service aims to reduce inequalities across the borough by focussing investment on those most socially and / or economically disadvantaged whilst providing a broad range of learning opportunities to develop all resident's skills.

Merton's ambitions

Support our most vulnerable residents of all ages

Maintain a clean and safe environment

Create a great place to grow up and live in

Build resilient communities

Bridge the gap and reduce inequalities

Continuously improve

What do we need to do?

Customer Insight	Data and intelligence	National / Regional policy implications	Working to be London's Best Council
Feedback and evaluation is gathered from all learners. Learner feedback is very high with 99% of learners rating teaching and learning as good or above. *The service was Ofsted inspected in November 2019 was rated as 'Good' under the new Education Inspection Framework. Ofsted comments that:* *"Learners gain a range of benefits from their courses. They enjoy the subjects they study. Those facing social isolation build their self-confidence and form new friendships while they study. Learners are taught valuable skills that help increase their self-esteem and play a more active role in the community. Learners who are not confident with English improve their speaking and comprehension.* *Tutors create a positive work-ethic among learners. It helps learners to develop the behaviours they need to go on to study at a higher level or increase their prospects of employment.* *Learners receive a range of advice and guidance that enable them to make the right career and study choices. Specialist careers advisors know what learners who have been out of work for some time need to help them seek employment. Tutors help learners with learning difficulties and/or disabilities and their families find the right next step for them.* *Learners appreciate the high-quality accommodation at the community venues in which lessons take place. They make productive use of the resources at the various community settings. Learners feel safe and know whom to approach should they have any concerns.* *Tutors are experienced, knowledgeable and well qualified in their subjects. They have high expectations for their learners.* *Leaders and managers ensure that learners benefit from high-quality courses. They pay close attention to planning a curriculum that meets the social, economic and health priorities of the borough.* *Leaders and managers work well with local partners to shape and deliver the curriculum offer. They work with subcontractors who offer courses that meet their curricular ambitions.* *Effective governance has resulted in leaders working well together to improve the quality of the curriculum.* *Leaders and managers place a suitable priority on safeguarding. Leaders are thorough in checking the safeguarding arrangements at subcontractors before working with them. Staff are appropriately trained in safeguarding and the 'Prevent' duty. When they need to act to safeguard learners and promote their welfare they do so promptly."*	*1,843 learners enrolled on adult learning courses in the last academic year. This figure is expected to increase as services are redesigned to support residents to learn new skills in response to the Covid-19 pandemic. The service has also been successful in receiving additional grant funding from the Greater London Authority (GLA) and anticipates delivering an additional 30% of provision this year.* *The new strategic objectives for the service were agreed by Cabinet in January 2020 and they align with the objectives of the borough to be London's Best Council. They focus in particular on improving the social, economic and health outcomes of residents with a focus on supporting residents from more deprived wards.* *The new objectives fit well with local and national strategies and the curriculum will evolve to reflect the job and skills market of Merton residents and will utilise specialist providers to enable these changes. The borough relies significantly on local data intelligence to inform future curriculum decision.*	*Merton Adult Learning relies solely on external grants to provide its provision. From the 2019/20 academic year the majority of the grants are now administered by the GLA with a small amount of funding also allocated by the ESFA for any learners who do not live in the London area.* *The main policy documents for the sector are:* *• 'Skills for Londoners Strategy' - Greater London Authority* *• 'Education Inspection Framework' - Ofsted*	*Merton's Adult Learning service has transformed since becoming a commissioning service in 2016. It now provides excellent value for money, has a curriculum that addresses residents skills needs and provides excellent outcomes for learners.* *The recently agreed strategic objectives set out the ambition for the service and align closely with London's Best Council. As part of its improvement plans the service has a Quality Improvement Plan (QIP) with its providers that sets out plans for continuous improvement.* *The service will play a key role in supporting the recovery of the borough by providing high quality learning to resident's to support them into improving their social, health and economic outcomes. Impact is key to demonstrating this and the service will continue to further develop its quality processes to better record and demonstrate this.*

Where are we now?		
Objectives from the last service plan refresh:	**Progress made against objectives:**	**Close / carry forward?**
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.	Since the last service plan the service has been Ofsted inspected and has moved to the status of 'Good' across all judgment areas. Significant progress has been made in improving the quality of the provision and Self-Assessment Reports are produced annually and Quality Improvement Plans updated regularly.	Carry forward
Deliver against the 3-year strategic objectives outlined in the Merton Adult Learning Strategy.	New Adult Learning Strategy agreed by Cabinet in January 2020 and all projects identified are underway. The Strategy gives a good basis to continually transform the offer to respond to resident needs especially as a result of the impact from the Covid-19 pandemic.	Carry forward
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.	Improvements have been made in the capture and analysis of progression and destination data but further work still needs to be done and the service is working closely with its providers to achieve this.	Carry forward
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.	New contracts are in place to support this with a particular focus on provision in the east of the borough. Take up on courses has increased but could be higher as providers adapt to delivering course provision in new ways due to the pandemic.	Carry forward
Make more effective usage of learner and community data to inform the commissioning of adult learning courses whilst retaining a healthy breadth of provision.	Evidence base continues to be developed to make the most effective use of service and wider community data. This data has been used extensively to influence curriculum decisions.	Carry forward
Embed new contractor arrangements under new framework and procure main supplier contract whilst continuing to develop the provider market in the borough.	Multi-provider contracts are in place and have resulted in a more diverse curriculum offer that is improving reach into priority community groups. The main supplier contract is currently going through the procurement process with the winning bidder expected to be announced in spring 2021.	Carry forward

How will we get there?									
Service Objective 1					**Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions**				
Covid-19 Recovery Plans					Support our most vulnerable residents of all ages				
					Bridge the gap and reduce inequalities				
					Create a great place to grow up and live in				

Performance Measures

Indicator	*2019 / 20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	Frequency	Polarity
Number of new learners per annum	1,717	Amber	1,985	*2,200*	*1,985*	1,985	1,985	Annually	High
% overall success rate of accredited courses per annum	87%	Green	88%	*90%*	*90%*	90%	90%	Annually	High
% of learners from deprived wards	13%	Red	30%	*32%*	*33%*	34%	35%	Annually	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
GLA Covid-19 Recovery Funds	Implement agreed projects and programmes as a result of receiving additional GLA Covid-19 recovery fund grant monies	*Jul-20*	*Sep-21*
Provider Engagement	Work with providers to ensure that they have safe processes and procedures in place that encourage residents to recruit onto courses	*Apr-20*	*Apr-23*
Equipment loan scheme	Operate an equipment loaning scheme so that disadvantaged learners have access to good quality ICT to support with remote learning	*Aug-20*	*Aug-22*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Ability for providers to respond swiftly to changing priorities	*Work closely with providers and agree scope of what needs to be achieved*
Covid-19 Government Restrictions	*Monitor government guidance closely and work collaboratively with Public Health and Health & safety colleagues*

Impact on the customer/end user

This objective will mean that learners have access to a more diverse curriculum offer that is offered through different formats (e.g. class room, online) to assist them with improving their life chances

Partners / interdependencies

The projects are dependent on government guidance and will follow advice from colleagues in Public Health and Health & Safety. The service is fully funded by the Greater London Authority and the Education and Skills Funding Agency. As a result there are particular requirements of the funding that need to be met when delivering provision.

Service Objective 2					**Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions**				
Embed new contractual arrangements					Continuously improve				
					Bridge the gap and reduce inequalities				
					Build resilient communities				

Performance Measures

Indicator	*2019 / 20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	Frequency	Polarity
Number of new learners per annum	1,717	Amber	1,985	*2,200*	*1,985*	1,985	1,985	Annually	High
Total enrolment numbers	3,619	Green	3,500	3,800	3,500	3,500	3,500	Annually	High
Cost per learner	£375.95	Green	£375	£375	£375	£375	£375	Annually	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Main Services Contract	Award new contract for main services contract and embed new arrangements	*Apr-20*	*Jan-22*
Contract Monitoring	Continue to embed new contract arrangements with other providers and develop the offer	*Apr-20*	*Apr-23*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Choice of suppliers available	*Continue strategy of market development to encourage a more diverse range of providers to be able to deliver services*
Capacity	*Be clear on what can be achieved within funding available and set realistic timescales*
Customer expectations of provision	*Be clear on the priority curriculum areas whilst seeking to provide a broad course offer*

Impact on the customer/end user

By improving the provider base learners should expect a higher quality and more diverse range of courses available that more effectively meet residents needs whilst providing good value for money.

Partners / interdependencies

The service works closely with Legal and Procurement colleagues to ensure that robust contracts are in place and that they are monitored effectively. As a commissioning service it is largely dependent on the good performance of its providers to deliver the desired outcomes.

Service Objective 3					**Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions**				
Continue to drive up the performance and quality of the service					Continuously improve				
					Bridge the gap and reduce inequalities				
					Support our most vulnerable residents of all ages				

Performance Measures

Indicator	2019 / 20 Actual	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	Frequency	Polarity
% overall success rate of accredited courses per annum	TBC	Not Yet Known	88%	*90%*	*90%*	90%	90%	Annually	High
% of learners progressing onto another learning opportunity or career path	New Indicator	Does Not Apply	Not applicable	60%	62%	65%	67%	Annually	High
Retention rate of students on courses	98%	Green	Not applicable	95%	96%	97%	98%	Annually	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Quality Improvement Plan	Embed Quality Improvement Plans across the provision and drive up performance and quality within providers.	*Sep-20*	*Sep-22*
Learning & Development	Ensure that Adult Learning team and providers receive appropriate training to support with development plans	*Apr-21*	*Ongoing*
Self-Assessment Report (SAR)	Publish annual SAR to demonstrate the impact of the service and how performance is improving	*Apr-21*	*Ongoing*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Ability of providers to adapt to increased demands	*Be clear on expectations and ensure that they are closely aligned to the Ofsted Education Inspection Framework and other national, regional and local strategies*

Impact on performance due to current pandemic restrictions	Adapt provision to accommodate new approaches and work closely with providers to embed these new arrangements

Impact on the customer/end user

Improving the quality of the provision will mean that learners have a more diverse and tailored offer that will better to support them to achieve their outcomes

Partners / interdependencies

The service is dependent upon the delivery of its commissioned providers to achieve this objective and will do so through robust contract management processes.

Service Objective 4	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Improve data quality and capture to better inform decision making	Continuously improve
	Bridge the gap and reduce inequalities
	Create a great place to grow up and live in

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
% monthly data returns submitted within deadlines	New indicator	Does Not Apply	Not applicable	99%	100%	100%	100%	Monthly	High
Accuracy of monthly data reports	New indicator	Does Not Apply	Not applicable	99%	100%	100%	100%	Monthly	High

Projects / key activities to support the objective (provide a brief description of any projects / key pieces of work that will enable you to meet the objective)

Project / activity name	Description	Proposed start date	Proposed end date
Management Information System	Embed new management information system across the whole of the provision	Apr-20	Aug-21
Data Reporting	Improve the timeliness of performance reporting to support with improving quality judgments	Jan-21	Jul-21
Progression and Destination Data	Improve systems for the recording and monitoring of progression and destination data to better demonstrate impact	Apr-20	Apr-22

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Provider unable to deliver the required technical solution	Robust contract management procedures and seek to learn from best practice elsewhere in the sector
Single person dependencies	Develop the skills and knowledge of all service staff to better support this

Impact on the customer/end user

Not having up-to-date and qualitative data means that the service will struggle to monitor learner progress and quickly identify any improvement actions required

Partners / interdependencies

The service depends upon its commission providers to provide timely data submissions with little or no errors. The service also use an external company to host all of its data capture through the MIS

Service Objective 5	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Deliver against the strategic objectives of the Merton Adult Learning Strategy	Bridge the gap and reduce inequalities
	Continuously improve
	Build resilient communities

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Number of new learners per annum	1,717	Amber	1,985	2,200	1,985	1,985	1,985	Annually	High
% overall success rate of accredited courses per annum	87%	Green	88%	90%	90%	90%	90%	Annually	High
% of learners from deprived wards	13%	Red	30%	32%	33%	34%	35%	Annually	High

Projects / key activities to support the objective (provide a brief description of any projects / key pieces of work that will enable you to meet the objective)

Project / activity name	Description	Proposed start date	Proposed end date
Adult Learning Strategy	Embed new Adult Learning Strategy across whole provision	Jan-20	Sep-23
Reporting	Produce annual scrutiny reports and updates to the Advisory Panel on the delivery of the strategy	Apr-20	Ongoing
Curriculum Development	Utilise the services evidence base to better inform commissioning and curriculum decisions. Evolve the curriculum so that it adapts to the needs of Merton residents	Apr-21	Ongoing

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Ability of providers to respond to the Strategy	Embed the Strategy as a key part of contracts and provider Quality Improvement Plans. Adapt plans in the event of priorities changing

Impact on the customer/end user

A clear strategy for improving the quality of adult learning means that learners will benefit from a more tailored provision in high quality settings with high quality tutors

Partners / interdependencies

This is a commissioning service and relies on its providers to embed the strategic objectives of the service and drive up quality amongst its teams

People

Merton Adult Learning has a Quality Improvement Plan (QIP) that incorporates all key training required by the commissioning team and its providers. Key to the QIP is keeping abreast of all developments from Ofsted and our funders the GLA and the ESFA. Training is incorporated into the plan to reflect this and individual CPD plans are in place for all staff, including those managed by providers. Core training around safeguarding is delivered annually.

Due to the Covid-19 pandemic providers are working in a more dynamic way delivering a blended mix of provision both online and in the classroom. Staff, and in particular tutors, are being supported to adapt to these new ways of working and funding from the GLA has been received to support with these changes. This is also a key feature of the QIP.

Staff development will also be undertaken within the team to reduce the dependency on individuals. An example of this is the work being undertaken with the MIS provider to provide more automated and timely performance information.

The commissioning team predominantly work remotely due to the pandemic and these arrangements are working well. Further work is being undertaken to determine how safe monitoring visits to providers can be undertaken to ensure that there is scrutiny both on class room based and online provision.

Technology

The services' IT requirements broadly meet the standard corporate ICT offer. The one exception is the specialist software used to manage learner data and for submissions to funders, which is the MIS system provided by Tribal.

Whilst already deployed a key element of that will be further work this year with the MIS. The work being undertaken will be by the commissioning team with the supplier and in collaboration with providers. This is to ensure that timely reports and performance information are produced and more fit for purpose. Work will also be undertaken to better report and analyse progression and destination data of learners. No other significant technological updates have been identified apart from ongoing staff use of online platforms.

Service improvement

The service has good plans in place to continually drive up improvement within the provision and as demonstrated via the recent Ofsted inspection that moved the overall status of the service to 'Good'. Building on these platforms the service is now working towards 'Outstanding' in some of its areas of work and these will be clearly demonstrated in the QIP and SAR.

Key areas for improvement are in improving the way the service uses data to inform the curriculum and adapts to the new requirements of residents in a post Covid-19 skills world. Other areas include the better use of management information and reducing one person dependencies within the team.

A full service review was concluded in 2016 with the move to the current commissioning model. This move has achieved the main aims of achieving financial sustainability and in developing a more dynamic curriculum that better meets the needs of Merton residents. The model is continually reviewed and best practice is viewed from across the sector.

This is a commissioning model which has proved to be successful in delivering an efficient service to Merton residents and was rated as good by OFSTED in 2019. In class delivery has been impacted by the pandemic but providers have become creative in blending in class and online provision. The service has recently been successful in receiving significant grants from the GLA to support residents with retraining and to develop their employability skills in a post-Covid environment.

DEPARTMENTAL BUDGET AND RESOURCES									Additional Expenditure Information
Revenue	**Final Budget 2019/20**	**Actual 2019/20**	**Budget 2020/21**	**Forecast Variance 2020/21 P8**	**Budget 2021/22**	**Budget 2022/23**	**Budget 2023/24**	**Budget 2024/25**	An annual grant is receivable from the GLA (Greater London Authority) of £ 1.3m plus other small grant allocation from the Educations & Skills Funding Agency for 2020-21. There is a small increase in the grant for 2021/22 of £69k.
Expenditure	**1,513**	**2,225**	**1,425**	**0**	**1,498**	**1,498**	**1,498**	**1,498**	
Contractor's Fee	1,254	1,967	1,160	(1)	1,228	1,228	1,228	1,228	
Employees (Commissioning Team)	193	176	196	1	200	200	200	200	
Employees (LDD Curriculum Manager)	0	0	0	0	0	0	0	0	
Support Service	31	31	32	0	32	32	32	32	
Other Costs	35	52	38	0	38	38	38	38	
Revenue	**Final Budget 2019/20**	**Actual 2019/20**	**Budget 2020/21**	**Forecast Variance 2020/21 P8**	**Budget 2021/22**	**Budget 2022/23**	**Budget 2023/24**	**Budget 2024/25**	
Income	**1,490**	**2,203**	**1,397**	**0**	**1,466**	**1,466**	**1,466**	**1,466**	
Adult Education Block Grant	1,490	2,202	1,397	0	1,466	1,466	1,466	1,466	
Adult Apprenticeships Grant	0	0	0	0	0	0	0	0	
Other Income	0	0	0	0	0	0	0	0	
Council Funded Net Budget	**23**	**23**	**28**	**0**	**32**	**32**	**32**	**32**	
Capital Expenditure	**Final Budget 2019/20**	**Actual 2019/20**	**Budget 2020/21**	**Forecast Variance 2020/21 P8**	**Budget 2021/22**	**Budget 2022/23**	**Budget 2023/24**	**Budget 2024/25**	

288

Service Plan for : Public Health			
Service Manager:	Dagmar Zeuner	Cabinet Member:	Cllr Rebecca Lanning

Overview of the service

Main statutory 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) and commissioning support to the NHS (mandatory) and Council.

• -Health protection oversight (mandatory), including screening, infection control, emergency preparedness and immunisations.

• COVID-19 Pandemic response and recovery is the major public health priority in Merton, including:

- Outbreak control and containment/living with COVID - active outbreak control will continue until at least end of Spring 2021; living with COVID, including vaccination, will continue until at least September 2021.

- -Recovery/learning from COVID - including addressing the disproportionate impact of COVID, this will apply to all statutory public health duties outlined above.

Merton's ambitions

Support our most vulnerable residents of all ages

Maintain a clean and safe environment

Create a great place to grow up and live in

Build resilient communities

Bridge the gap and reduce inequalities

Continuously improve

What do we need to do?

Customer Insight	Data and intelligence	National / Regional policy implications	Working to be London's Best Council
The service plan is informed by customer insights from a programme of community engagement on COVID, including COVID community champions; BAME Voice engagement findings; Voluntary organisation outreach engagement. In addition, young people and parent engagement on commissioned services and strategy development, including surveys, focus group and young inspectors. Equality impact assessment will be undertaken on any service developments, including 0-19 Healthy Child services.	The Joint Strategic Needs Assessment/Merton Story provides evidence on demographic trends and will focus on the impact of COVID in Merton, including the disproportionate impact on the east of the borough, BAME and other groups, and health inequalities. This will inform the objective for COVID recovery. Public health intelligence contributes to LBM modernisation, through the development of intelligence streams and data sets.	Rapidly changing National policy and guidelines on COVID-19 will have a significant impact on how the public health service will operate. London guidelines through the London COVID Response Cell will have an impact. Sub-regional work across SW London will also be important. National changes in the NHS will have an impact including the development of Integrated Care systems and changes to strategic commissioning across the NHS, and the disestablishment of Public Health England.	The Public Health service plan will contribute to continuous improvement and implementation of public health strategies (diabetes, healthy weight, sexual health) and development of integrated commissioned services, to deliver improved outcomes. The service plan will contribute to modernisation and recovery through its objective on COVID recovery, which includes prevention, early help and healthy places.

Where are we now?		
Objectives from the last service plan refresh:	**Progress made against objectives:**	**Close / carry forward?**
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.	The impact of COVID-19 pandemic has resulted in a change to the timelines of integrated commissioning. NHS providers have been fully engaged in COVID response; staff have been redeployed to acute NHS roles; some services were halted and others adapted and shifted on-line, as providers worked under NHS command and control. In response to this, service integration and transformation of community services was postponed by 12 months. This objective will be taken forward under new Service Objective 2 in 2021/22 with the ambition of further service integration and transformation, including links to C&H Recovery and Reset Programme, by 2022.	Carry forward
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, i.e. through school neighbourhood action plans (SNAP).	Progress towards the delivery of the Health and Wellbeing Strategy has been adapted in light of the impact of the COVID-19 pandemic, including the disproportionate impact on BAME groups, older people, young people, carers and people with learning disabilities. Work on childhood obesity shifted to focus on food poverty; schools based activity was paused due to lockdown. Work on healthy workplaces focused of mental wellbeing, ensuring staff had flu vaccination and engagement of businesses in our Business Improvement Districts. Tackling Diabetes actions have continued, with pilot programmes on supporting residents with diabetes going digital and working closely with Primary Care Network's to identify areas of community action. This objective will be taken forward under new Service Objective 2 in 2021/22.	Carry forward
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.	The impact of COVID-19 pandemic has meant that commissioning and commissioning support has focused on supporting providers in adapting service models in response to COVID, to deliver safe services, shifting to on-line where appropriate and continuing to support most vulnerable service users. This objective will be taken forward under new Service Objective 3 in 2021/22.	Carry forward

How will we get there?								
Service Objective 1: COVID-19 Response				**Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions**				

COVID 19 - Effective Outbreak Control and developing flexible and scalable infrastructure to contain COVID in the future, in collaboration with Public Protection: including strategic leadership, working in partnership with NHS and London/PHE; providing the underpinning intelligence function; delivery of the Merton Outbreak Control Plan; developing scalable local contact tracing partnership (including case finding, backwards tracing); testing (including symptomatic and asymptomatic) and vaccination support; and engaging residents, including BAME communities, older people, carers, young people and residents with learning disabilities.	Support our most vulnerable residents of all ages
	Bridge the gap and reduce inequalities
	Statutory requirement

Performance Measures

Indicator	*2019 / 20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
Service Objective 1. will be performance measured through local programme governance.									

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1: Support Care Homes, Schools and High Risk settings.	Provide outbreak management advice and infection prevention and control support to care homes, schools and other education settings and other high risk settings.	*Apr-21*	*Mar-22*
Project / activity 2: Delivery of community engagement activity.	Deliver a programme of proactive community engagement to build community trust and compliance with COVID-19 restrictions; to understand lived experience of residents; to understand and respond to the disproportionate impact of COVID. Develop COVID community champions; small grants to Voluntary sector; youth engagement.	*Apr-21*	*Mar-22*
Project / activity 3: Support the development of infrastructure to contain COVID.	Working in close collaboration with Public Protection (RSP), support the scalable development of targeted local testing approach and capacity (symptomatic and asymptomatic) and contact tracing partnership with NHS T&T, including case finding and backward tracing; support to NHS on preparation and delivery of COVID vaccination.	*Apr-21*	*Mar-22*
Project / activity 4: Development of COVID intelligence and surveillance functions.	Continue to develop COVID surveillance functions and health intelligence, and disseminate key intelligence to stakeholders to inform and support COVID approach.	*Apr-21*	*Mar-22*
Project / activity 5: Ensure Effective Governance of the Outbreak Control Plan.	Maintain effective Governance through Merton Outbreak Control Officers Group (MOCOG), Borough Resilience COVID Core Group and Health and Wellbeing Board community sub-group.	*Apr-21*	*Mar-22*

Potential barriers to achieving objective:

Description of barrier	*Mitigating Actions*
Impact of increase in COVID on NHS provider capacity (Command and control)	*Work in partnership with SWL CCG*
Lack of Community engagement and compliance	*Communications and community engagement designed to promote community awareness and trust*
Capacity in PH Team - ability to recruit and retain interim staff to work on COVID	*Close liaison with HR, ongoing recruitment*

Impact on the customer/end user

-Residents supported to understand and comply with COVID 19 measures and restrictions through engagement approach
-High-risk settings and Voluntary Organisations enabled to manage risk, comply with guidelines and communicate with stakeholders effectively
-Schools able to respond effectively to guidance and undertake risk assessment and infection control and prevention

Partners / interdependencies

PH works in strong collaboration with public protection (Regulatory Services Partnership, E&R).
Adult Social Care Team, C&H, School Improvement Team, CSF, SWL CCG, LCRC/PHE, SWL LAs, Voluntary Sector/MVSC, Schools and Education settings, Housing providers

Service Objective 2: COVID-19 Recovery	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
COVID Recovery - Healthy, fair and green in context of COVID 19: this includes addressing inequalities that have been exacerbated by the disproportionate impact of COVID; prevention and early help, promoting healthy and green place (focus on interventions with co-benefits for health and sustainability such as active travel); staff wellbeing.	Bridge the gap and reduce inequalities
	Create a great place to grow up and live in
	Build resilient communities

Performance Measures

Indicator	2019 / 20 Actual	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	Frequency	Polarity
Number of NHS health checks delivered by primary care	2893	Green	*2754*	2754	*pending new contract*	pending new contract	pending new contract	Quarterly	High
Gap in childhood obesity between east and west Merton at Y6 (to halt then reduce the gap by levelling up in east)	12.2% (2016/17-2018/19)	Red	12%	12%	11%	10%	9%	Annually	Low

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1: Prevention and early help.	Lead the implementation of the Prevention Priorities and influence wider aims and objectives of the C&H Recovery and Reset Programme and Health and Care Together Board priorities. 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. Expanding priorities to include prehabilitation and early intervention and prevention. Delivery will be aligned with C&H Recovery and Reset and MHCT themes, with PH leads to support delivery planning, co-ordination, support and do-once tasks.	*Apr-21*	*Mar-22*
Project / activity 2: Delivery of public health strategies including whole system approach to diabetes and childhood obesity; Sexual health strategy implementation; substance misuse and mental health.	Work with partners to implement public health strategies, which will be adapted for COVID-19 recovery, including: • Whole systems Diabetes Action Plan in context of COVID-19 - 3 key themes: clinical oversight and service improvement; holistic individual care; and healthy place. • Child Healthy Weight Action Plan - 3 key themes: making childhood obesity everybody's business; supporting children young people and their families; and healthy place, which includes healthy food and the physical environment. • Sexual health strategy - 3 priorities: education and training; easy access to sexual health and wellbeing services; comprehensive sexual health and wellbeing, including support for vulnerable groups. • Substance misuse and mental health.	*Apr-21*	*Mar-22*
Project / activity 3: Healthy place, including workplaces and staff wellbeing.	Working with partners to scale up healthy places and 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. Within LBM, work with Corporate Services, including supporting progress towards 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 and emerging priorities e.g. prehabilitation.	*Apr-21*	*Mar-22*
Project / activity 4: Review health and social impacts of COVID-19 in Merton	Including through the JSNA/ Merton Story and addressing health inequalities and the disproportionate impact of COVID in Merton.	*Apr-21*	*Mar-22*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Impact of increase in COVID on capacity in LA and NHS	*Work in partnership with E&R and SWL CCG*

Impact on the customer/end user

Disproportionate impact of COVID is a priority in recovery plans and services, with a focus on addressing inequalities in east of the borough.

Partners / interdependencies

PH works in strong collaboration with public protection (Regulatory Services Partnership, E&R),Adult Social Care Team, C&H, School Improvement Team, CSF, Corporate Services, SWL CCG, and LCRC/PHE, SWL LAs, Voluntary Sector/MVSC, Schools and Education settings, Housing providers

Service Objective 3: Strengthen commissioning and commissioning support	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Strengthen commissioning and commissioning support, making best use of our resources and benefits of integrated commissioning with partners: develop integrated commissioning for children; public health strategic commissioning (end-to-end) & public health support to commissioning for health and wellbeing outcomes in the context of NHS integrating care agenda and strategic commissioning reforms.	Support our most vulnerable residents of all ages
	Build resilient communities
	Continuously improve

Performance Measures (these are from last year)

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Health Visiting - % of New Birth Reviews in 14 days of birth	95.02%	Green	90%	90%	95%	95%	95%	Monthly	High
Breastfeeding at the 6-8 weeks review (partially or totally)	73.64%	Green	70%	70%	70%	70%	70%	Monthly	High
% of participation in National Child Measurement Programme at age 10-11 years (Year 6) for the academic year	89.20%	Red	95%	95%	95%	95%	95%	Annually	High
% young people (under 25) leaving treatment where substance misuse has reduced or client become drug free.	98%	Green	85%	85%	85%	85%	85%	Quarterly	High
% of eligible people offered an HIV test and who accept the test	74.20%	Red	90%	90%	*pending new contract*	*pending new contract*	*pending new contract*	Quarterly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1: Development of Integrated Community Services	Support the long term ambition to develop integrated community health and care services, contributing to the NHS integrating care agenda and strategic commissioning reforms and Public Health England reforms. Contribute to NHS/ICS and PHE reform at London and sub-regional level.	*Jan-21*	*Mar-22*
Project / activity 2: Development of CYP Integrated Commissioning	Continue the development of CYP Integrated commissioning, across PH, CSF and SWLCCG, working jointly to secure quality services and value for money in context of financial pressures. Priorities include community health services; risk and resilience; and employability.	*Mar-21*	*Mar-22*
Project / activity 3: Sexual Health Services:	Develop and agree an approach to the commissioning of integrated sexual health services from Sept 2022, in order to improve outcomes and secure value for money.	*Apr-21*	*Sep-22*
Project / activity 4: C&H Commissioning Review	Input to the C&H review of commissioning, identifying lessons from elsewhere and implement agreed changes.	*Jan-21*	*Mar-22*

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Ongoing impact of COVID on NHS provider capacity and services	*Work in partnership with SWL CCG*
Financial pressures	*Work with CCG and providers to maximise efficiency*

Impact on the customer/end user

Improved quality and access to services for residents
Improved health outcomes

Partners / interdependencies

PH works in strong collaboration with Adult Social Care Team, C&H, CSF, SWL CCG, and Voluntary Sector/MVSC.

People
Additional staff have been funded from the COVID-19 Outbreak control funds to expand capacity to deliver the Merton Outbreak Control Plan, support mapping and risk assessment of high risk settings, undertake Infection Prevention and Control, undertake surveillance and engage with residents and vulnerable groups. *The core Public Health team workforce numbers have remained static (add WTE) however there are a number of new staff members and staff have taken on additional roles in response to COVID-19 requirements, including enhanced health protection ; increase staff management etc.* *The whole Public Health Team is working remotely which adds pressures on management and team development needs. In particular a number of new and interim posts need effective remote management and support, and efficient HR processes.*

Technology
In the move to remote working all staff in the PH team have been provided with Laptops, and mobile phones as appropriate. This enables the team to work collaboratively using Office 365; skype, Microsoft teams; access to I-Trent and E5. The main technology need is to ensure that remote working is effectively supported by efficient technology, in particular virtual meetings via skype and teams, to ensure productivity. For commissioned services COVID-19 has resulted in a move to greater use of technologies, through an increase on-line virtual service delivery, and increase use of London e-service for sexual health. This will remain under review to assess which virtual approaches should be adapted in the longer term.

Service improvement
The main area of service improvements is the management of COVID-19 and COVID-19recovery, which includes outbreak prevention and control, surveillance and intelligence and working with partners to support the development of infrastructure to contain COVID. *Service improvements in commissioned services include increase use of digital and remote technology, including addressing digital exclusion, to improve service access; and service modernisation through innovation and development of service models, such as development of skill mix.*

Public Health has many challenges and an increased role as a result of the COVID pandemic. The current grant allocation is insufficient to meet the increasing demands on this service coupled with the annual pressures from to the increases in cost as a result agenda for change, pension costs and commissioned contracts.

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Expenditure	**10,396**	**10,452**	**10,690**	**75**	**10,766**	**10,766**	**10,766**	**10,766**
Employees	1,173	1,153	1,284	(62)	1,298	1,298	1,298	1,298
Premises	3	1	2	(1)	2	2	2	2
Transport	2	1	2	0	2	2	2	2
Supplies & Services	2,556	2,574	2,617	(5)	2,605	2,605	2,605	2,605
3rd party payments	6,514	6,576	6,628	143	6,696	6,696	6,696	6,696
Transfer payments	0	0	0	0	0	0	0	0
Support services	148	148	157	0	163	163	163	163
Depreciation	0	0	0	0	0	0	0	0
Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Income	**10,396**	**10,452**	**10,690**	**75**	**10,767**	**10,767**	**10,767**	**10,767**
Government grants	10,175	10,195	10,464	0	10,546	10,546	10,546	10,546
Reimbursements	221	257	227	75	221	221	221	221
Customer & client receipts	0	0	0	0	0	0	0	0
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
Council Funded Net Budget	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Capital Budget £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
n/a								
		0	0	0	0	0	0	0	0

2020/21 Expenditure
- Employees
- Premises
- Transport
- Supplies & Services
- 3rd party payments
- Transfer payments
- Support services

2020/21 Income
- Government grants
- Reimbursements
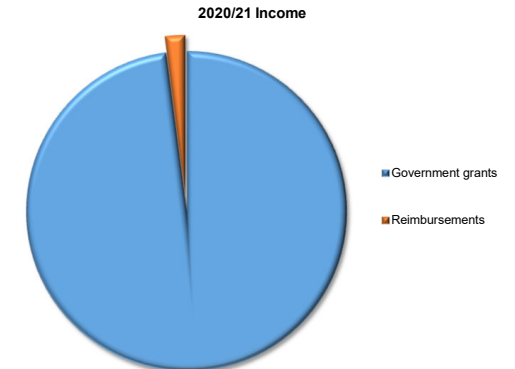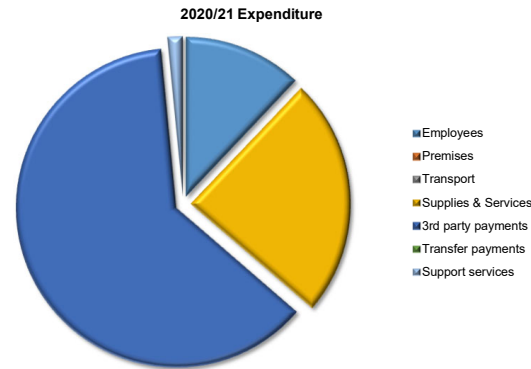
Summary of major budget etc. changes

2020/21

Public Health ring-fenced grant allocation has been increased by £299k, which will be forwarded as per government instructions to NHS providers for services commissioned by Public Health e.g. Sexual Health services. There are uncertainties about funding for agenda for change pay award and increased pension contributions for NHS staff on CLCH contracts relating to Children and Sexual Health and how this will impact on the services.

2021/22

Grant allocation for 2021-22 is expected to remain static.

2022/23

Assuming same level of funding as in years 2020/21 and 2021/22, pending confirmation from Government on funding distribution or business rates retention scheme.

2023/24

Corporate Services

Service Plan for : Corporate Governance			
Service Manager:	*Louise Round*	Cabinet Member:	*Councillor Tobin Byers*

Overview of the service
Corporate Governance provides a number of services underpinning the democratic functions of the Council (Democracy Services, Information Governance and Electoral Services) and which are designed to assist it in upholding the highest standards of governance, as well as some outward facing services, namely complaints and local land charges. It also acts as the host for the South London Legal Partnership (SLLP) which provided legal services for the 5 South West London Councils.

Merton's ambitions
Support our most vulnerable residents of all ages
Maintain a clean and safe environment
Create a great place to grow up and live in
Build resilient communities
Bridge the gap and reduce inequalities
Continuously improve

What do we need to do?			
Customer Insight	**Data and intelligence**	**National / Regional policy implications**	**Working to be London's Best Council**
SLLP asks its clients, who are officers in the five partner councils, to complete customer satisfaction questionnaires at the completion of each matter. They consistently return ratings of excellent or very good across all categories. Democracy Services have recently carried out a survey of members on the question of virtual meetings which shows 85% were satisfied or very satisfied with the new meeting format and 65% would like to retain some kind of virtual meetings on a permanent basis, law permitting.	*The demand in most parts of Corporate Governance is driven by the demands on other council teams. In SLLP there has been a large increase in requests for employment and procurement advice and the backlogs in the courts will keep pressure on the social care and litigation teams for the foreseeable future. The significant increase in land charges searches seems likely to continue well into next year. The postponed Mayoral and GLA elections will require significant resource in the run up to May, especially in light of the challenges presented by running the poll in a Covid secure way.*	*SLLP will need to remain alive to legislative changes attributable to Covid-19, Brexit and other policy reform, including to the planning system.*	*The provision of high quality proactive legal advice across the whole range of local authority functions will enable Merton to be forward looking and efficient in the delivery of its business plan. That plan is underpinned by the democratic accountability of elected members so the support provided to them is crucial. When things do go wrong, it is important that residents receive an empathetic and swift response to their concerns and that lessons are learned. The Complaints team has a critical role to play in improving customer experience.*

Where are we now?		
Objectives from the last service plan refresh:	Progress made against objectives:	Close / carry forward?
Efficiency Programme: To further reduce spend on printing committee agendas by moving CMT members to paperless agendas for LSG, Council, Cabinet 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, in particularly in relation to the spend on drivers, and negotiate further changes as required to achieve manageable levels of activity and further reduction in spend. To promote online event bookings to save staff time and improve service for customers.	Achieved paperless agendas for officers, some progress made with members but limitations in the modern.gov application make this a little difficult.	Carry forward
Scrutiny Improvement Programme: 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.	Protocol for external scrutiny has been revised and will be in place for the next municipal year.	Close
Creation of centralised Local Land Charges Register: Review of LLC service delivery; dependent on national directive.	Ongoing- scoping work just beginning on project work to put in place foundations for transfer to HM Land Registry - preparation stage 22/23. Migration 23/24.	Carry forward
2018/22 Administer statutory elections, referendums and ballots. 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.	Mayoral election postponed to May 2021 because of Covid, but project plan in place.	Carry forward
Work with Local Government Boundary Commission on planned Electoral Review of Merton - implementation for 2022 Council elections Council size proposal due March 2019, warding patterns proposal due July 2019. Draft	Final recommendations received end October 2020 - preparations in hand for implementation in time for May 2022 local elections.	Carry forward
Data Protection Act (DPA18) / General Data Protection Regulation (GDPR) Refresh of all information governance related policies and strategies and promote to all staff.	Ongoing.	Carry forward
Increase 3rd party income 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: £230k .	Target reduced mid-year but looks likely to be achieved.	Carry forward
Further expansion of SLLP To provide an expanded legal support and advice service to Achieving for Children. Income target for 2019/20 - £50k; target for 2020/21: £80k.	Royal Borough Windsor & Maidenhead work did not proceed.	Close
Develop Transactional Team To establish a transactional team for high volume routine matters to deliver efficiency savings.	Partially complete. Property notices being dealt with by PM team.	Carry forward

How will we get there?							

Service Objective 1 — Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions

To implement the boundary commission review in time for the May 2022 elections and to prepare to run those elections in a safe and efficient manner

Continuously improve
Statutory requirement

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Number of audits completed against plan	93.48%	Green	90%	90%	90%	90%	90%	Quarterly	High
Number of overdue audit actions against agreed audit actions	93.51% (equivalent to 6.49% against "flipped" target)	Green	10%	10%	10%	10%	10%	Quarterly	High
Number of new electors added to the register of electors	27,778	Green	25,000	25,000	25,000	25,000	25,000	Annually	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Work with the GIS team to review the ward boundaries, carry out a polling district review allocate	Jun-21	Jan-22
Project / activity 2	Produce project plan for elections and implement it	Nov-21	May-22

Potential barriers to achieving objective

Description of barrier	Mitigating Actions

Impact on the customer/end user

Partners / interdependencies

Service Objective 2 — Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions

Prepare the local land charges function for migration to the Land registry in 23/24

Continuously improve
Statutory requirement

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
n/a									

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Carry out data quality assurance review	Jan-21	
Project / activity 2	Transfer function to E&R	spring 21	
Project / activity 3	Draw up project plan in conjunction with the Land Registry	Spring 21	
Project / activity 4	Monitor turnaround time for land charges searches	Spring 21	

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Quality of current data	Commission data improvement support
Skills and capacity to oversee the project	Commission bespoke project support

Impact on the customer/end user

This work should improve the quality of the information being given to the end user and enable a more effective electronic solution

Partners / interdependencies

E & R planning and building control team, IT M3 manger, the Land Registry

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Service Objective 3 — Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions

Improve the Council's response to Ombudsman Complaints

Continuously improve
Statutory requirement
Bridge the gap and reduce inequalities

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
NEW No formal reports issued by the LGO	N/A - New indicator for 2021-22	Does Not Apply	0	0	0	0	0	Annually	Low
% FOI requests dealt with in time if an extension has been applied (40 days)	N/A	Does Not Apply	90%	90%	90%	90%	90%	Monthly	High
% FOI requests dealt with in time (20 days)	87.81%	Red	90%	90%	90%	90%	90%	Monthly	High
% of Complaints dealt with in time	83.54%	Red	90%	90%	90%	90%	90%	Monthly	High
% of Complaints progressed to Stage 2	7.01%	Green	9%	9%	9%	9%	9%	Quarterly	Low
% of Ombudsman investigations answered in time	N/A	Does Not Apply	90%	90%	90%	90%	90%	Quarterly	High
% of Ombudsman contact answered in time	N/A	Does Not Apply	90%	90%	90%	90%	90%	Monthly	High
% of Ombudsman complaints partially or fully upheld	45.50%	Red	60%	60%	60%	60%	60%	Quarterly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Commission training from the LGO about how to respond to complaints	Mar-21	Ongoing
Project / activity 2	Run lessons learned workshops with key council departments	May-21	Ongoing

Potential barriers to achieving objective

Description of barrier	Mitigating Actions

Impact on the customer/end user

Partners / interdependencies

Service Objective 4 — Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions

Implement service improvement plan agreed by the Governance Board

Continuously improve

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
WBC Litigation and procurement	Bring back litigation and procurement work currently outsourced by WBC in house	01/04/2021	Ongoing
Development and implement a career development programme	Implement a mentoring and shadowing scheme	01/04/2021	Ongoing
Increase external income	Increase work carried out for non-partner councils and review fees and charges to external bodies	01/04/2021	31/03/2022

Potential barriers to achieving objective

Description of barrier	Mitigating Actions

Impact on the customer/end user

Partners / interdependencies

People

SLLP has just completed a full review of its establishment in order to ensure that the service is properly resourced to provide high quality responsive services to all five partner councils next year. This was approved by the Governance Board on the 7 December 2020. The People and Tech task group has commissioned a recruitment microsite to be launched in January to ensure that we attract well qualified candidates for the roles on offer, making clear the unique opportunity offered by working in a service serving 5 councils. As part of this exercise we are recruiting 3 new trainee solicitors, one in each of 3 specialisms, including regeneration. We will continue the programme of apprenticeships. We have redesigned our induction programme and will implement a mentoring scheme in March. A staff engagement group has been established to improve communication and we are facilitating a BAME staff group. The newly merged Democratic Services and election teams are working well together and will provide resilience for May's elections. The Complaints teams is now fully resourced, with a good balance between new young recruits and experienced staff. Finally, we are arranging for LGSCO training for the team and more widely across the council.

Technology

The Democratic Services team quickly implemented virtual Council meetings and will continue to improve functionality in this area, including the use of the Zoom polling function. Sharepoint is increasingly in use to enable collaborative working, for instance in the information asset register. There will be close working with IT to understand the requirements of migration of the land charges function to HM Land Registry and a scoping exercise to produce a business case for a case management system to manage complaints. Consideration will be given to using tablets in polling stations for 2022 elections. In SLLP, we are working with the courts service to implement an automated single justice procedure and with the county court to allow for bulk uploads of debt recovery work. An upgrade to the legal case management system is in progress to facilitate this. We are developing a rolling programme of workflows in high volume cases to optimise the system functionality.

Service improvement

As Above

The Corporate Governance division has had favourable variances in recent years though there are three savings (totalling £115k) relating to reducing legal demand which are built in to 2020/21 budgets but are not yet being achieved.

DEPARTMENTAL BUDGET AND RESOURCES

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Expenditure	**10,386**	**14,555**	**11,196**	**52**	**11,924**	**11,956**	**11,987**	**12,018**
Employees	7,682	8,224	8,669	128	9,376	9,376	9,377	9,377
Premises	5	60	5	0	5	5	5	5
Transport	43	33	48	(30)	43	43	44	45
Supplies & Services	1,659	5,124	1,493	(54)	1,462	1,486	1,510	1,534
3rd party payments	396	520	402	7	408	414	420	426
Support services	601	593	578	0	631	631	631	631
Depreciation	0	0	0		0	0	0	0

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Income	**9,940**	**14,191**	**10,770**	**(93)**	**11,625**	**11,625**	**11,625**	**11,625**
Government grants	46	46	0	(22)	13	13	13	13
Reimbursements	130	3,816	130	(105)	130	130	130	130
Customer & client receipts	7,171	7,841	8,428	34	9,142	9,142	9,142	9,142
Recharges	2,466	2,360	2,212	0	2,340	2,340	2,340	2,340
Reserves	127	127	0	0	0	0	0	0
Capital Funded								
Council Funded Net Budget	**446**	**364**	**426**	**(42)**	**300**	**331**	**362**	**394**

Capital Budget £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
		0	0	0	0	0	0	0

2021/22 Expenditure

- Employees
- Premises
- Transport
- Supplies & Services
- 3rd party payments
- Support services

2021/22 Income

- Government grants
- Reimbursements
- Customer & client receipts
- Recharges

Summary of major budget etc. changes

2021/22
2021-22 CS04 Establish income grant budget for transparency agenda £13k
2021-22 CS07 Remove previous inflation built in to reduce Overall Members' Allowances Budget £11k
2021-22 CS08 Reduced running costs due to canvass reform £10k
2021-22 CS09 Reduced affiliation, counsel and land registry fees £40k
2021-22 CS10 Reduce AD budget running cost £6k
2021-22 CS14 Local Land Charges - amend income budget for service to reflect net cost recovery £90k

2022/23

2023/24

2024/25

Service Plan for: Customers, Policy and Improvement			
Service Manager:	John Dimmer	Cabinet Member:	Cllr Owen Pritchard

Overview of the service

Providing strategic and policy direction to shape the vision, we are facilitators, supporters and advocates of change. As a team we ensure connections are made that promote partnership building and collaboration with the voluntary sector, communities, residents, councillors and wider stakeholders to achieve the aims of the council and Merton's ambition. Collectively, we have a diverse mixture of skills, backgrounds, experience, and ways of thinking. We are the glue which sticks the different departments of the organisation together and turns plans into deliverables through a flexible, adaptable, and responsive approach. Our team is in a unique position and we play an important role in horizon scanning both internally and externally. We use the insights we gain to provide positive leadership for change and to get things done!

Policy, Strategy and Partnerships:
- 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 councils performance framework and reporting on the councils performance on Key Performance Indicators (KPIs)
- Provide advice on equalities and preventing terrorism
- Provide policy support to CMT including facilitation of the forward plan

Scrutiny:
- Maintain an independent Scrutiny function, providing advice and support to Councillors as well as officer and partner witnesses

Continuous Improvement:
- Develop and support a Recovery and Modernisation Programme (RMP)
- Support DMTs to embed a culture of continuous improvement within the organisation through the provision of tools, techniques, advice and support
- Ensure change is effectively planned for and managed across the organisation, embedding change management principles and methodology

Communications:
- To develop, own and drive the Council's internal and external narrative among key stakeholder groups and audiences
- To manage delivery of core campaigns to deliver the narrative, as well as communications & engagement improvement via the 2021 Communications & Engagement Strategy

Customer Contact:
- Through Merton Link provide a first point of contact for most council customers and visitors, both face-to-face and by the telephone, ensuring first contact resolution wherever possible or signpost to the most appropriate team
- Provide a high quality contact service, regardless of channel used, wherever possible using a 24/7, 365 days a year digital solution
- Deliver the statutory Registration Service for Births, Deaths and Marriages while also marketing and maximising the income generation at Morden Park House.
- Procure and deliver a hosted, outsourced Translation Service
- Discharge the Concessionary Travel Scheme and review mechanism
- Act as a client for the multi-Borough Coronial Service

Merton's ambitions

Support our most vulnerable residents of all ages
Maintain a clean and safe environment
Create a great place to grow up and live in
Build resilient communities
Bridge the gap and reduce inequalities
Continuously improve

What do we need to do?

Customer Insight	Data and intelligence	National / Regional policy implications	Working to be London's Best Council
Customers: All Council departments & Senior Officers, CMT, Councillors, Statutory Partners, Voluntary and Community Sector Groups, sub-regional and pan London networks. Service delivery feedback is taken from: Annual Councillor Scrutiny survey, Residents Perception Survey & Bi-annual Merton Partnership Executive Awayday.	The Merton the Place project will produce insight from residents, partners and wider stakeholders through a borough wide engagement approach, including a Residents Perception Survey; which will improve the use of data in Merton to drive informed decision making Merton Partnership performance data (Thematics) Annual funding database For commissioning/recommissioning: evidence of service provision/demand; service user feedback; wider needs data e.g. JSNA BREXIT preparations driven by stats from central government on the EUSS (EU Settlement Scheme) take-up	Brexit regulations and legislation; pan-London and sub-regional VCS (Voluntary & Community Sector) funding policy changes; PREVENT regulations and related anti-terrorism policy updates	The joint team works collaboratively across all parts of Policy, Strategy and Partnerships, Scrutiny and Continuous Improvement to lead the Recovery and Modernisation programme. They drive the development of key projects that shape the council's future direction, including creating the conditions for mobile and remote working practice, a strategic long-term place based ambition; and an integrated, strength base approach to early intervention practice.

302

Where are we now?		
Objectives from the last service plan refresh:	**Progress made against objectives:**	**Close / carry forward?**
Manage the workstreams implementing the recommendations from the Internal Review and LGA Peer Challenge. Provide programme, project and policy support to the workstreams.	Recovery and modernisation programme scoped and established using evidence and feedback from internal review and peer challenge. Key projects identified, resourced and delivery plans are in motion.	Carry forward
Ensuring the council is aware of the key risks arising from the UK's departure from the EU and that mitigating actions are in place. To play our part in the regional planning for Brexit working with London Councils and The Ministry of Housing, Communities and Local Governments (MHCLG).	BREXIT task group established with corporate sponsor chair (Director of Corporate Services). Departmental checklist established to manage immediate preparation during transition period. Risk register established to monitor post transition impact and issues.	Carry forward
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.	Action plan developed and adopted by Scrutiny Commission. Implementation of actions is underway by officers including reviews of the external witness protocol in partnership with MVSC.	Carry forward
Redesign of Merton Link. Implement the redesign of Merton Link to improve the customer experience and increase self-service.	Outline design principles explored and indicative costings given. Clear that requirements were too costly to implement and would not have been fit for purpose given lessons learned during pandemic. Adapt a differing approach and utilise experiences and actions of neighbouring boroughs.	Carry forward

How will we get there?	
Service Objective 1	**Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions**
Drive the council's recovery programme using insight from COVID-19 and BREXIT; developing a clear future ambition for Merton that sets direction for the councils business plan from 2022.	Support our most vulnerable residents of all ages
	Bridge the gap and reduce inequalities
	Create a great place to grow up and live in
	Maintain a clean and safe environment
	Build resilient communities
	Continuously improve

Performance Measures

Indicator	*2019 / 20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	Frequency	Polarity
n/a									

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Produce a clear place-based future ambition for Merton, based on robust and transparent engagement with communities, partners, staff & wider stakeholders		*Sep-21*
Project / activity 2	Develop an evidence led approach to data and intelligence that supports delivery of Merton the Place ambition; and drives a culture of evidence based decision making		
Project / activity 3	BREXIT support through facilitation of a sound planning approach and robust risk management post January 2021		*Jul-21*
Project / activity 4	COVID impact monitoring through dashboard reporting to CMT		
Project / activity 5	Outsource a translation/interpretation service		*Mar-21*
Project / activity 6	Reconsider the service delivery model of the ground floor reception area in light of works already undertaken, potential cost implications and lessons learned during the pandemic.		*Dec-21*
Project / activity 7	Resident Perception Survey returns to support development of ambition		

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Lack of engagement to build the ambition	*Clear and concise engagement plan that utilises all partner channels, supported by third party expertise*
Financial pressures on the council and its partners to deliver	*Performance monitoring to CMT*
Long term implications of BREXIT resulting from a 'no-deal' exit	*Continuation of internal task group, horizon scanning and risk register monitoring*

Impact on the customer/end user

Transparent priority setting through a clear and engaged identification of Merton's ambition

Partners / interdependencies

All departments across the council need to embrace the opportunity to shape and develop the ambition; E&R DMT as Programme Board; Partner organisations and wider stakeholders to contribution to the development of the ambition themselves, as well as actively supporting the engagement of a broad range of service users through their networks as part of the conversation.

Service Objective 2	**Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions**
Develop a collaborative approach to building long term strength based community resilience that uses learning from the COVID-19 response and embeds strategic system-led decision making	Build resilient communities
	Support our most vulnerable residents of all ages
	Bridge the gap and reduce inequalities

Performance Measures

Indicator	2019 / 20 Actual	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	Frequency	Polarity
Number of volunteers recruited through MVSC	458	Green	**350**	367	385	404	424	Quarterly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Merton Partnership governance review to streamline reporting and strengthen system-led priority setting	*Apr-21*	*Oct-21*
Project / activity 2	Develop a strength-based commissioning model for preventative services that builds on evidence and intelligence from the community response hub model	*Nov-20*	*Mar-22*
Project / activity 3	Support community capacity building through facilitation of the Strategic Partners Programme - Infrastructure Support and Information and Advice elements	*Nov-20*	*Mar-22*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Capacity and strengths of the VCS to respond to the preventative model	*State of the sector mapping as part of the design phase*
	Performance monitoring of current funding agreements for pressure points and risks
Financial challenge to Year 3 SPP funding	*Financial planning and cost analysis*

Impact on the customer/end user

Streamlined services that provide clear access to early intervention models delivered from within the community

Partners / interdependencies

Departmental commissioners and grant funders (minimum of Adults, Children's, Public Health and Housing); dependency on partnership funding to commission state of the sector report

Service Objective 3	**Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions**
Lead an effective and adaptable Scrutiny function that promotes and underpins service improvements that matter to local people. Using a range of methods that support strong collaboration with officers and partners and drives a focus on impact.	Continuously improve
	Bridge the gap and reduce inequalities
	Create a great place to grow up and live in

Performance Measures

Indicator	2019 / 20 Actual	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	Frequency	Polarity
% Councillors who agree scrutiny function is effective	59%	Does Not Apply	82%	75%	75%	80%	80%	Annually	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Continuing to implement the improvement action plan with a renewed focus on governance and outcome focused task groups	*Ongoing*	*end March 2022*
Project / activity 2	Exploring new delivery models and use of technology to build a portfolio of techniques to support effective scrutiny panels and task groups	*Ongoing*	*end March 2022*
Project / activity 3	Refreshing and raising the external profile of Scrutiny to increase local knowledge, engagement and interaction with residents, partners and stakeholders	*Ongoing*	*end March 2022*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Impact of reduced scrutiny resources	*Embed scrutiny within wider policy team exploit synergies and provide support to scrutiny officers*
Demand for additional scrutiny activities in light of financial pressures	
Lack of engagement by partners, officers and stakeholders	*Revitalise external scrutiny protocol and raise positive profile with partners*

Impact on the customer/end user

That scrutiny work programmes reflect the concerns of the public and work undertaken in the Commission, Panels and task group reviews can demonstrate tangible outcomes and improved services fo

Partners / interdependencies

All departments, partners and wider stakeholders being called to present or as witnesses to in-depth inquiries; all Councillors including Cabinet.

Service Objective 4	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions							
Lead the council's modernisation programme, building on evidence and feedback to establish effective new ways of working; managing delivery through clear project management and evidential staff engagement and participation.	Continuously improve							
Performance Measures								
Indicator	*2019 / 20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
n/a								

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Develop and embed remote working as part of the organisation's long-term business operating model	*Ongoing*	*Mar-22*
Project / activity 2	Explore options through the development of a digital strategy to enhance and redesign service delivery across key customer facing services	*Ongoing*	*Jun-21*
Project / activity 3	Redesign approach to passenger transport	*Ongoing*	*Jun-21*

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Staff changes/turnover resulting in lack of continuity, skills and organisational intelligence	*Reduce number of fixed term posts and embed function with joint Policy & Improvement Team*
Project capacity	*Weekly team catchups and monitoring/alignment of tasks and deadlines through a team dashboard*
Organisational understanding of and capacity to respond to the projects effectively	*Clear communication and engagement plan for staff*

Impact on the customer/end user

Delivery of a modernisation programme that fully supports and enables the council to work effectively and efficiently into the immediate future.

Partners / interdependencies

All departments and staff across the council will need to embrace the opportunities presented by the modernisation programme. Particular dependencies for delivery are with HR & ICT.

Service Objective 5	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of							
To deliver an updated communications & engagement strategy, in order to align communications to council priorities, deliver a consistent narrative, and deliver internal change	Continuously improve							
Performance Measures								
Indicator	*2019 / 20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
% of positive and neutral media coverage	82.40%	Green	75%	75%	75%	75%	75%	Monthly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Deliver Comms Strategy proposal in first quarter 2021	*ongoing*	*Jun-21*

Potential barriers to achieving objective

Description of barrier	Mitigating Actions

Impact on the customer/end user

Partners / interdependencies

Service Objective 6	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of							
To continue to deliver public health communications & engagement in line with emerging trends, data and announcements, as part of Keep Merton Safe	Support our most vulnerable residents of all ages							
Performance Measures								
Indicator	*2019 / 20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
n/a								

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Monthly CMT evaluation report	*ongoing*	*Dec-21*
Project / activity 2	Alignment with London communications standards	*ongoing*	*Dec-21*
Project / activity 3			

Potential barriers to achieving objective

Description of barrier	Mitigating Actions

Impact on the customer/end user

Partners / interdependencies
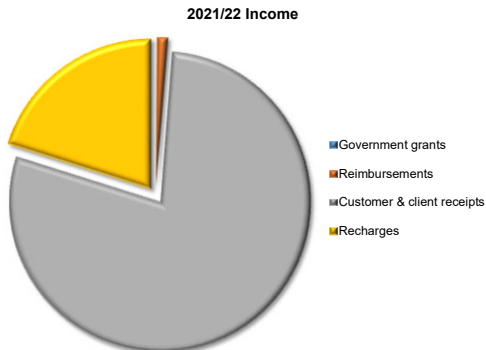
Service Objective 7	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of							
Customer Contact								
Performance Measures								
Indicator	*2019 / 20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
First contact resolution (Merton Link)	78.27%	Green	75%	75%	76%	77%	78%	Monthly	High
Income from Registrars' events	£577,793	Green	400,000	400,000	400,000	400,000	400,000	Monthly	High
Digital take up (CRM services)	N/A	Green	60%	61%	63%	65%	67%	Monthly	High
Ease of use of website - %	N/A	Green	45%	46%	47%	48%	49%	Monthly	High
Appointment availability of Registration Services	N/A	Green	95%	95%	95%	95%	95%	Monthly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1			
Project / activity 2			
Project / activity 3			

Potential barriers to achieving objective

Description of barrier	Mitigating Actions

Impact on the customer/end user

Partners / interdependencies

People
HR input and support is a key dependency for delivery of this service plan, with particular focus on outcome 4 and the modernisation programme.

Technology
ICT input and support is a key dependency for delivery of this service plan, with particular focus on outcome 4 and the modernisation programme.

Service improvement
Continuous improvement is a key theme throughout this service plan. The team continues to work from the corporate centre to support and challenge the organisation and its departments to deliver ongoing improvements through the objectives detailed in the delivery plan.

	Financial Summary

The CPI division has savings of £490k built in to the MTFS over the coming 4 years, as detailed below. The financial performance of the division has been impacted by Covid-19, particularly in the Registrars Service. There is currently significant pressure within the Customer Contact/o365 budget, for which growth has been built in from 2021/22.

DEPARTMENTAL BUDGET AND RESOURCES

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Expenditure	**5,079**	**4,957**	**5,397**	**519**	**6,058**	**5,927**	**5,912**	**5,947**
Employees	2,139	2,141	2,345	(75)	2,312	2,312	2,262	2,262
Premises	98	117	117	(1)	94	96	98	99
Transport	3	1	1	(1)	1	1	1	1
Supplies & Services	1,989	2,098	1,995	794	2,732	2,596	2,626	2,656
3rd party payments	242	3	233	(198)	195	198	202	205
Support services	609	597	705	0	724	724	724	724
Depreciation								

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Income	**3,948**	**4,053**	**4,359**	**402**	**4,071**	**4,235**	**5,220**	**5,220**
Government grants	0	56	0	(53)	0	0	0	0
Reimbursements	3	1	3	3	3	3	3	3
Customer & client receipts	967	974	982	451	982	982	982	982
Recharges	3,126	3,171	3,571	0	4,234	4,234	4,234	4,234
Reserves	(148)	(148)	(198)	0	(1,148)	(985)	0	0
Capital Funded								
Council Funded Net Budget	**1,131**	**904**	**1,038**	**920**	**1,987**	**1,692**	**693**	**728**

Capital Budget £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
	0	0	0	0	0	0	0	0

2021/22 Expenditure

- Employees
- Premises
- Transport
- Supplies & Services
- 3rd party payments
- Support services

2021/22 Income

- Reimbursements
- Customer & client receipts
- Recharges
- Reserves

Summary of major budget etc. changes

2021/22

2019-20 CS28 Cash Collection reduction £19k
2021-22 CS01 Cash Collection contract £23k
2021-22 CS05 Contract savings and IT procurement £200k
2021-22 CS15 Delete a post from Customer Contact £32k
2021-22 CSG1 Growth for o365 £900k

2022/23

2019-20 CS28 Cash Collection reduction £13k
2019-20 CS04 Reduce strategic partner grant by 10% £78k
2020-21 CS7 Staff Reductions £75k

2023/24

2018-19 CS15 Policy & Partnerships - reduce headcount £50k

2024/25

Service Plan for : *Human Resources*			
Service Manager:	*Liz Hammond*	Cabinet Member:	*Cllr. Tobin Byers*

Overview of the service

The HR Service's objective is to ensure that:
• There is an agile workforce, which is responsive to changing needs
• Managers are able to manage remote teams and are sensitive to the needs of all individuals in the team
• The workforce is representative of and sensitive to the community which is serves
• HR policies are clear and consistent, and are focussed on a manager-led approach to managing staff issues

We will achieve this by ensuring that we can attract and retain the very best talent, that we can grow and develop internally the skills that we need by maximising the apprenticeship levy and encourage our staff to grow and develop and progress within the organisation. The HR Service aims to provide the strategic advice and support that Merton needs in order to meet its objectives.

Merton's ambitions

Support our most vulnerable residents of all ages
Maintain a clean and safe environment
Create a great place to grow up and live in
Build resilient communities
Bridge the gap and reduce inequalities
Continuously improve

What do we need to do?

Customer Insight	Data and intelligence	National / Regional policy implications	Working to be London's Best Council
HR have recently sent the top 70 Managers a brief outlining the history of the function, how the team is structured and how it works currently, the tasks and initiatives that we are currently working on and an outline of the main deliverables required over the coming 12 months. The respondents were asked a number of questions about the HR service, with the opportunity to score the service out of a range of 1 - 5 and provide qualitative text responses. A proposal on the HR Operating Model for the future has also been prepared for CMT, based on the feedback received and containing options for the most suitable HR Operating Model for the Council to adopt. The Workforce Strategy was reviewed in June 2020 as a result of the pandemic as an element of how we deliver has clearly been impacted by the pandemic. As an example, all face to face training had to stop with immediate effect and move to online and we have quickly had to adapt our advice and guidance for the large majority of staff who are now home working and will be for the foreseeable future. This could include survey results, consultations, complaints/compliments and set how the way in which you are planning to deliver your service reflects feedback from customers/service users. The key customers of the service are the Directorates of the Council, the Members and Merton Schools. EIA assessments are undertaken at all appropriate times.	Black Lives Matters and the COVID related issues that have shown that BAME staff are at higher risk of COVID have focused our need for enhanced data and intelligence on our BAME staff workforce. Equality and diversity monitoring across all the main protected characteristics have been increased culminating in an Annual Equalities and Diversity in Employment Report being run, initially focusing on BAME staff but with the intention that when it is run in April each year it will focus on all protected characteristics. The BAME Staff forum has been re-grouped and will be a key source of intelligence for the HR team concerning policy reviews, training, Staff Pulse survey on RACE and a number of other initiatives that we can seek their views on. The bi-annual staff survey will run in December and has also been enhanced with equality questions. The survey responses can be broken down into all the equality strands and the Equalities Steering Group will be responsible, together with the BAME staff forum, for designing an action plan that addresses and responds to any key themes arising. CMT will be regularly updated with progress on all actions. We are also planning a specific Pulse survey on RACE for January/February 2021. We also rely heavily on data to monitor the impact of COVID on the workforce, provide senior management with intelligence and analysis of trends in workforce health and wellbeing, the impact of training and training needs and the data from customer insight in how to design our service offering.	COVID 19 has clearly impacted on our ability to deliver face to face training with the majority of training now being delivered online. We have also had to continually keep updating all our COVID related guidance as the pandemic and the Government's approach to it has changed. We have also had to put in place a lot of guidance and support for Managers and staff who are now predominately home working. Health and wellbeing has been prioritised. The Remote Working group is working on proposals for CMT to agree, with a view to a more permanent move to home working as the office environment changes as a result of a new working environment emerging.	HR are contributing to and/or leading on a number of workstreams in the Modernising Merton programme. From the Remote Working element, to the HR Operating Model, to supporting other directorate's needs to change their organisational structures as a result of the pandemic, it is becoming clear that in many areas of our services there is another more efficient and effective method of engaging with our customers and the services that we provide. HR has been a team that has continually been looked to for advice and to lead the way on supporting the council's COVID response.

Where are we now?		
Objectives from the last service plan refresh:	Progress made against objectives:	Close / carry forward?
Workforce Strategy - Deliver the five key strands of the Council's workforce Strategy to support the Wider Target Operating Model (TOM) programme for organisational change.	The Workforce Strategy was delivered with the exception of Talent Management and Succession Planning frameworks. The Workforce Strategy has been completely updated in the light of the COVID pandemic and its impact on the way that we need to amend our delivery of learning and development and move it almost wholly into an on-line environment.	Carry forward
Establishment and workforce - Embed systems to maintain, monitor and control an accurate establishment of vacancy positions across the Council for both permanent and interim Staff.	Delivered but this will remain an ongoing situation that will need to be continually monitored.	Close
Apprenticeships - Processes in place to increase the number of apprentices in schools and the organisation. Maximise the use of the Apprenticeship Levy.	Good progress being made on getting the procurement framework in place to really enable us to support our Apprentices and make best use of the levy. However the internal number of apprentices has dropped and this is something that we are actively working with the organisation to support by not just focusing on young apprentices but by providing the ability to bring in apprenticeships at all levels and across a wide range of skills.	Carry forward
Review and retender key HR Contractors - Commission occupational health, agency contract, Schools SLAs and Recruitment system.	All delivered.	Close
Member Development - Ensure induction and Development activities are in place to enable Members to undertake their role.	A full programme of Member Development has been put forward and approved.	Carry forward

How will we get there?								
Service Objective 1					**Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions**			

The performance measures below are corporate as opposed to measuring HR performance. Therefore Service Objective 1 has been left deliberately blank and service objectives will commence at no. 2 below.

Continuously improve

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
No. of working days per FTE lost to sickness absence excluding schools	9.39	Red	7	7	7	7	7	Quarterly	Low
Length of time from Job being advertised to offer being made (REVISED SCOPE)	85.7 days	Green	45 days	45 days	45 days	45 days	45 days	Monthly	Low
Completion of all performance appraisals	2019/20 result delayed - CV19 pushed appraisals forward	Does Not Apply	100%	100%	100%	100%	100%	Annually	High
Voluntary turnover rate (the rate of resignations)	9.04%	Green	12%	12%	12%	12%	12%	Quarterly	Low
No. of Apprentices excluding schools (Govt Apprenticeship Levy Scheme)	29	Red	60	60	60	60	60	Quarterly	High
No. of Apprentices in schools (Govt Apprenticeship Levy Scheme)	12	Red	30	30	30	30	30	Quarterly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description		Proposed start date	Proposed end date
Project / activity 1				

Potential barriers to achieving objective

Description of barrier		Mitigating Actions	
Many of these indicators are corporate indicators for Merton Council and are not owned by HR		*Regular report on indicators and review at CMT*	

Impact on the customer/end user

Partners / interdependencies

| **Service Objective 2** | | | | | **Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions** | | | |

Developing our Talent (this links to and forms part of the Workforce Strategy action plan)

Bridge the gap and reduce inequalities
Continuously improve

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Completion of all Performance Reviews	Suspended	Red	100%	100%	100%	100%	100%	Annually	High
Oher performance measures will be put forward to CMT as these initiatives are put forward for approval									

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description		Proposed start date	Proposed end date
Project / activity 1	Develop New On-line Induction Programme Phase 2		Jan-21	Apr-21
Project / activity 2	Develop New On-line Being a Manager in Merton Induction Programme Phase 2		Jan-21	Apr-21
Project / activity 3	New Appraisal Process		Dec-20	Jan-22
Project / activity 4	Develop and deliver a tender to procure a Framework of Apprentices Training Providers		Dec-20	Mar-21
Project / activity 5	Develop and Embed Talent Management programme (max on Apprenticeship Levy)		Sep-20	May-21
Project / activity 6	Develop and Embed Succession Planning Programme		Sep-20	May-21
Project / activity 7	Develop HIPO Model (aligned to appraisals software)		Apr-21	Jun-21
Project / activity 8	Supporting the Kickstart government initiative of at least 30 Kickstart placements in Merton		Oct-20	Dec-21
Project / activity 9	Develop a Framework of Suppliers to support Essential Skill Training (Webinar / E-Learning)		Jan-21	Mar-21
Project / activity 10	Retender Adult Social Care (ASC) Skills Training programme (Webinar / E-Learning)		Jan-21	Mar-21
Project / activity 11	Launch of Schools L3 Apprentice Cohort		Oct-20	Mar-21

Potential barriers to achieving objective

Description of barrier		Mitigating Actions	
Managers who do not engage with the talent management and succession planning frameworks and do not actively try to support and bring on their staff		*Pending reintroduction of appraisals*	

Impact on the customer/end user

Partners / interdependencies

| **Service Objective 3** | | | | | **Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions** | | | |

Members Development (this links to and forms part of the Workforce Strategy action plan)

Continuously improve
Support our most vulnerable residents of all ages
Build resilient communities

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
100% of Members attendance at mandatory training (Local Indicator)	69%	Amber	100%	100%	100%	100%	100%	Annually	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description		Proposed start date	Proposed end date
Project / activity 1	Develop Members Training Programme & Material for remainder of 21-22		Dec-20	Jul-21
Project / activity 2	Deliver Members Training Programme & Material for remainder of 21-22		Dec-20	Jul-21
Project / activity 3	Deliver "Being a Councillor" engagement programme and events		Jan-21	Apr-22
Project / activity 4	Develop Members Training Programme & Material for 2022 Cohort		Dec-21	Mar-22
Project / activity 5	Deliver Monthly Newsletters promoting Members Training and Business updates		Dec-20	Ongoing

Potential barriers to achieving objective

Description of barrier		Mitigating Actions	
Despite providing a comprehensive list of training that members have identified that they need there is still a poor take up of training on offer		*Online training offer will provide memebrs with more flexibility of when then can complete mandatory training*	
L&D budget (i.e. average £100 pp / pa) limits the capacity to procure external trainers and encourage participation on paid for events		*Move to more online learning to train more people for the same budget*	

Impact on the customer/end user

Partners / interdependencies

Service Objective 4

Service Objective 4				**Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions**				
Health and Wellbeing (this links to and is part of the Workforce Strategy Action plan)				Bridge the gap and reduce inequalities				
				Continuously improve				
				Build resilient communities				

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Completion of bi-annual staff survey	56%	Amber	56%	n/a	60%	n/a	65%	Biennially	High
Reduction in % of total absence being related to mental health absence	21.60%	Amber	24.90%	20%	20%	20%	20%	Quarterly	Low
Accreditation against the Healthy Workplace charter	N/A	Green	Foundation	Achievement	Excellence	TBC	TBC	Annually	Yes/No

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Develop Training timetable of MHFA/MHFA awareness for Staff & Members	Nov-20	May-21
Project / activity 2	Develop Network Group of Trained MHFA Network support for staff	Jan-21	May-21
Project / activity 3	Responding to the feedback from the Staff Survey	Feb-21	Sep-21
Project / activity 4	Regular Pulse Surveys regarding Health & Wellbeing	Feb-21	Mar-22
Project / activity 5	Achievement of the London Healthy Workplace Charter (Foundation level)	Oct-20	Dec-21
Project / activity 6	Retender Occupational Health Contract	Jan-21	Jun-21
Project / activity 7	Retender Employee Assistance Provider / Employee Benefits contracts	Dec-20	Apr-21
Project / activity 8	Develop and manage Cohort of Trained First Aiders	Nov-20	Ongoing
Project / activity 9	Develop & deliver Pandemic New Starters Programme Workshop and respond to actions arising	Nov-20	Ongoing
Project / activity 10	Deliver Managers and Staff Wellbeing / Engagement Workshops	Feb-21	Ongoing
Project / activity 11	Continued promotion of Flu Vaccination programme	Sep-20	Mar-21

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Despite our best endeavours staff not engaging with the help and support that they are being provided with	*Staff engagement*

Impact on the customer/end user

Partners / interdependencies

Service Objective 5

Service Objective 5				**Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions**				
Remote Working				Bridge the gap and reduce inequalities				
				Continuously improve				
				Select				

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Engagement with the Remote Working pulse survey	47%	Amber	50%	50%	50%	50%	50%	Quarterly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Design of material and upkeep of dedicated HUB page on all the HR support for Remote Working	Jan-21	Jun-21
Project / activity 2	Design and roll out of training to support Managers, Manage Remote Teams	Jan-21	Dec-21
Project / activity 3	Deliver a programme of Lunch-time Engagement / Wellbeing Workshop	Nov-20	Ongoing
Project / activity 4	Being a Manager in Merton	Ongoing	Ongoing
Project / activity 5	Deliver a programme of cyber security and malware training to reduce the business vulnerability to cyber attacks	Nov-20	Ongoing

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Managers who fail to manage remote teams well and do not respond to training interventions	*CMT paper to propose management objective concerning management of remote teams*

Impact on the customer/end user

Partners / interdependencies

Service Objective 6

Service Objective 6				**Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions**				
Equalities and Diversity				Bridge the gap and reduce inequalities				
				Continuously improve				
				Build resilient communities				

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Equality & Diversity in Employment Report	To be produced and made public (April/May 2021) Trends identified and solutions put in place and	Green	100%	100%	100%	100%	100%	Annually	High
Black Lives Matter Action Plan	Actions progressed and monitored by Equalities Steering Group	Amber	50%	100%	100%	100%	100%	Quarterly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Annual Equalities and Diversity in Employment Report	Apr-21	Annually
Project / activity 2	Adoption of the WRES Standards (reported in the above report)	Ongoing	Ongoing
Project / activity 3	Black Lives Matter Action Plan	Jan-21	Ongoing
Project / activity 4	Policy Review (prioritised to those policies which could impact disproportionately on BAME staff	Jan-21	Dec-21
Project / activity 5	Commission a programme of CMT-led anti-racist/anti-discriminatory education for the Council - e.g. Bringing in the Bystander Training	Jan-21	Aug-21
Project / activity 6	Develop cohort of mutual mentors and Anti-racism training (Bringing In The Bystander)	Jan-21	Ongoing
Project / activity 7			

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Some individuals perceive there is racism present within Merton	*Staff engagement*

Impact on the customer/end user

Partners / interdependencies

Service Objective 7

Service Objective 7				**Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions**				
HR Operating Model				Continuously improve				

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
n/a									

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Deliver an HR Structure that is fit for purpose for the next 3 - 5 years	Apr-21	Sep-21
Project / activity 2	Deliver proposals for a new HR Operating Model; Provide CMT options paper	Apr-21	Sep-21
Project / activity 3	Deliver a new HR Operating Model; Conclude Implementation of recommendations	Apr-21	Sep-21

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
CMT need to decide what the HR Operating Model will be	*Pending CMT decision*

Impact on the customer/end user

Partners / interdependencies

People
In order to deliver on the extensive work programme that HR have to support the delivery of the Workforce Action plan, the response to COVID-19 and the move to remote working and the Modernising Merton programme, HR have asked for the additional support of an Learning and development (L&D) Officer and an L&D Administrator. We also have another L&D Officer interim post that may require to be further extended. In order to deliver the Remote Working element of the Modernising Merton programme we will provide extensive tools and guidance to be made available on a dedicated page on the HUB, together with support and training for Managers in managing remote teams. The Workforce Strategy action plan has been reviewed and updated to take into account the changes in service delivery that have been brought about by the rapid move to Remote/Home working as a result of the COVID-19 pandemic. The HR Operating Model has also been reviewed with initial proposals ready for presentation to CMT.

Technology
There are no specific additional technology needs other than to have the current tools available to continue to work well. We will be looking to implement some form of appraisal software and, if this is agreed, it will require appropriate IT support to ensure its implementation.

Service improvement
HR are proposing an in-house HR model (accepting that payroll, iTrent and DBS are all currently outsourced at the moment), and would like to grow the commercial model already in place with 52 Schools and some charities who already purchase HR services as satisfied customers. The plan would be to expand the client base and bring in a modest income into the Council.   The process that requires the most improvement is the Appraisal process which is currently paper based and very resource intensive to administer. It is proposed that this process will be automated through an on-line appraisal software but this has yet to be proposed to and agreed by CMT.

Financial Summary

Financial pressure with the HR division is predominately around the use of interim staff. Within the MTFS, over the next four years, there is only one planned saving from 2021/22. The achievement of this will be dependent upon a review of the contract arrangements for the payroll service.

DEPARTMENTAL BUDGET AND RESOURCES

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Expenditure	2,914	2,952	2,841	148	2,734	2,743	2,753	2,762
Employees	1,983	2,100	1,970	156	2,023	2,026	2,029	2,032
Premises	15	15	16	(11)	16	16	16	17
Transport	4	2	4	(1)	4	5	5	5
Supplies & Services	178	126	49	66	52	53	53	54
3rd party payments	303	292	364	(62)	249	254	260	265
Support services	432	418	438	0	390	390	390	390
Depreciation								

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Income	2,777	2,985	2,768	5	2,734	2,734	2,733	2,733
Government grants			0	0	0	0	0	0
Reimbursements	79	100	87	(1)	87	87	87	87
Customer & client receipts	524	369	386	6	386	386	386	386
Recharges	2,292	2,635	2,447	0	2,293	2,293	2,293	2,293
Reserves	(118)	(118)	(152)	0	(32)	(33)	(33)	(34)
Capital Funded								
Council Funded Net Budget	138	(32)	73	153	0	10	20	30

2021/22 Expenditure — Employees, Premises, Transport, Supplies & Services, 3rd party payments, Support services

2021/22 Income — Reimbursements, Customer & client receipts, Recharges, Reserves

Capital Budget £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
		0	0	0	0	0	0	0

Summary of major budget etc. changes

2021/22

2019-20 CS26 Review of contract arrangements £120k

2022/23

2023/24

2024/25

Service Plan for : *Infrastructure and Technology*

Service Manager:	Mark Humphries - Assistant Director Infrastructure & Technology	Cabinet Member:	Cllr Tobin Byers & Cllr Owen Pritchard

Overview of the service

Infrastructure & Technology Division (I&T) is 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 facility, IT Disaster Recovery and Business Continuity arrangements together with IT governance and data security. IT Business Systems - IT (BS) works 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 and 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 110 corporate buildings, energy management and conservation, cleaning, catering, print and postal services, security and other associated hard and soft FM services. Transactional Services - Incorporates Accounts Payable, Accounts Receivable, Mosaic administration and vendor maintenance. Ensuring prompt and accurate payment for all goods and services provided by the Council. It raises and issues invoices promptly and accurately to maximise revenue received. Furthermore, it ensures that the Vendor Maintenance database is controlled, accurate and up to date. 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 Regulations 1999, The Civil Contingencies Act 2004 and all associated 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 for procurement and category management, guidance training and advice including ownership of the Councils Procurement Strategy, involvement in key tender processes, identification of savings opportunities and commercial benefits, compliance with procurement legislation, benchmarking and best practice including ownership of the Councils contracts register.

Merton's ambitions

Support our most vulnerable residents of all ages
Maintain a clean and safe environment
Create a great place to grow up and live in
Build resilient communities
Bridge the gap and reduce inequalities
Continuously improve

What do we need to do?

Customer Insight	Data and intelligence	National / Regional policy implications	Working to be London's Best Council
The Infrastructure & Technology division is responsible for providing internal support services across the Council, which in turn supports the delivery of business critical services to residents, external customers and the wider community. Each individual team collects customer satisfaction information about the quality of service being provided, some of which is then feed into strategic performance reports that are reviewed at both a departmental and corporate level. The customer satisfaction information is analysed by the divisional management team in order to identify any specific issues or longer term trends and used to drive continuous service improvement. No specific key customers identified.	*Generally demand for services provided by the division increase year on year, but with some specific areas such as IT experiencing more significant increases in demand, due to an ever increasing reliance on IT, which is being utilised in order to reduce operating costs, improve service delivery and efficiency. The Covid-19 pandemic has seen a significant shift in the way that the Council has traditionally operated, with a massive shift towards remote working and a requirement to provide more online services. This situation has created some significant increases in demand for every team within the division who have been heavily involved in supporting the Councils wider response to the Covid situation.*	*The Covid-19 situation has created a unique situation where over a very short period of time, the Council has had to make a shift to remote and home working, virtual meetings and delivering more online services. This has resulted in a reduction in the Councils need for office accommodation and longer term potentially the number of operational premises that it operates is likely to reduce quite significantly. This will create opportunities to work collaboratively with other public sector organisations to share resources and reduce operating costs through initiatives like 'The One Public Estate'.*	*The division is heavily involved in the Council's Covid recovery planning activities and also the Modernising Merton programme, which is made up of a number of individual work streams and specific projects that are being lead and delivered by teams within I&T. In addition the division is also taking a lead role in the delivery of both central Government's initiatives aimed at reducing carbon emissions, which are complemented by the Councils pledge to reduce carbon emissions across the borough. The challenging target of making all of the Councils operational buildings carbon neutral by 2030 and the whole borough by 2050 requires a large input from the Facilities Management Energy & Sustainability team who are working to identify and deliver projects and national initiatives that will reduce our use of carbon based fossil fuels within Councils premises and schools.*

Where are we now?		
Objectives from the last service plan refresh:	**Progress made against objectives:**	**Close / carry forward?**
Implementation of IT Strategy and Plan	Partly achieved but an ongoing objective.	Carry forward
Implementation of 4P's project	Partly achieved but an ongoing objective.	Carry forward
Upgrade to O365	Partly achieved but an ongoing objective.	Carry forward
Undertake 'Make/Buy/Share' reviews of key service provision	Partly achieved but an ongoing objective.	Carry forward
Implement SMARTER working.	Programme paused due to Covid-19 and has now been rolled into the Modernising Merton programme.	Close
Energy Invest to Save' initiatives	Partly achieved but an ongoing objective.	Carry forward

How will we get there?								
Service Objective 1				**Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions**				
Complete planned statutory Health & Safety workplace inspections				Statutory requirement				
				Maintain a clean and safe environment				

Performance Measures

Indicator	*2019 / 20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
Complete planned statutory Health & Safety workplace inspections	52	Green	*50*	*100*	*100*	100	100	Quarterly	High
The level of CO2 emissions from the Council's buildings	4,052	Green	*6,823*	*tbc*	*tbc*	tbc	tbc	Annually	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Development of an 'Online' Health & safety assessment tool to enable building managers to complete self-service inspections which will then be subject to remote verification by the Safety Services team and therefore avoiding the need for numerous site visits.	*Jan-21*	*Dec-21*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*

Impact on the customer/end user

Building managers will become responsible for undertaking H&S assessments of their own premises using a purpose made template and user guidance.

Partners / interdependencies

Service Objective 2				**Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions**				
Develop detailed Category Management plans				Continuously improve				

Performance Measures

Indicator	*2019 / 20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
% of influencible spend published on the contract register	91%	Green	*95%*	96%	*97%*	98%	98%	Quarterly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Commercial Services Category Managers working collectively with each of the service departments to determine and agree the key strategic procurement activities across the Council and then use this to identify opportunities to consolidate spend and drive savings based on economies of scale.	*Jan-21*	*Jul-21*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Potential unwillingness for directorates to adequately engage with the process, due to a perceived lack of time or resources.	*A detailed plan will be developed identifying the potential areas where strategy category plans could be of most benefit to the business, and progress will be reviewed by the Procurement Board on a quarterly basis to ensure that agreed timescales are achieved.*

Impact on the customer/end user

Partners / interdependencies

Service Objective 3				**Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions**				
Implement agreed IT Infrastructure Roadmap				Continuously improve				

Performance Measures

Indicator	2019 / 20 Actual	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
First time fix rate for IT Service Desk	78%	Green	*75%*	75%	*75%*	75%	75%	Monthly	High
Customer satisfaction - incident resolution rated good or excellent	96%	Green	90%	91%	92%	93%	94%	Monthly	High
IT Systems availability	99%	Green	99%	99%	99%	99%	99%	Monthly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Complete works identified within Year 1 (2021/22) of the IT Infrastructure Roadmap	*Apr-21*	*Apr-22*
Project / activity 2	Complete works identified within Year 2 (2022/23) of the IT Infrastructure Roadmap	*Apr-22*	*Apr-23*
Project / activity 3	Complete works identified within Year 3 (2023/24) of the IT Infrastructure Roadmap	*Apr-23*	*Apr-24*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*

Impact on the customer/end user

Partners / interdependencies

Service Objective 4				**Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions**				
Implement the relevant recommendations from the CMT report covering the Remote working and Modernising Merton programme of works. Extent of works and timescales for completion are still to be determined and service plan will be updated with more detailed information when this is available.				Continuously improve				

Performance Measures

Indicator	2019 / 20 Actual	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1			
Project / activity 2			
Project / activity 3			

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*

Impact on the customer/end user

Please highlight the anticipated impact on the customer/end user of carrying out the activity in your service plan

Partners / interdependencies

People
Staff Development - Using information collected from the annual appraisals, the I&T division has developed a detailed plan which identifies any specialist training that is required, in order to ensure that team members acquire and maintain a suitable level of specialist knowledge for both statutory and CPD requirements. Retention/Recruitment/Vacancies - Due to the very specialist nature of some of the work undertaken within the division, staff retention and recruitment is a constant issue, with people regularly leaving to join private sector organisations, where pay rates historically are higher than in the public sector. This situation then creates a constant churn of resources in areas such as IT and Procurement, which due to their specialist nature make recruitment to fill vacancies very challenging. SMARTER Working - The Covid-19 situation has meant that a large proportion of the staff have been working very effectively from home, with a small number of people continuing to work in the office providing physical support to the wider business and maintaining business critical systems/operations. On that basis work it is clear that the office space currently occupied by the division is not required and therefore work has started to consolidate the our operations into a smaller space which will subsequently allow the vacant space to be let commercially to one of the Councils key service providers and generate additional income.

Technology
The I&T division is responsible for working across the Council to develop an IT strategy and associated implementation plan. This includes the roll out of new technology, equipment and systems identified by each the service departments, and to undertake planned replacements in accordance with recognised industry good practice.

Service improvement
Following completion of a recent LGA peer review, one of the recommendations was to undertake an external review the Council's IT Service to determine, amongst other things, if there was a case for increasing IT capacity and capability, and whether it was able to provide the required strategic visioning and support that was required by the service departments. The review which was undertaken by Agilisys has recently been completed and a summary report with a number of key recommendations presented to CMT in December 2020. A more detailed report and proposed implementation plan will be presented within Q1 of 2021.

Whilst there have been favourable variances for the I&T division over recent years, the current financial position is a forecast overspend which is reflective of the impact of Covid-19. The division will be impacted by the recovery from Covid in terms of both external demand for services and internal decisions which shape the ways of working in the medium to long term, such as around the level of remote working and the potential effects on the IT services and building facilities required.

DEPARTMENTAL BUDGET AND RESOURCES

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Expenditure	**15,138**	**14,391**	**16,236**	**(871)**	**17,012**	**17,058**	**16,908**	**17,004**
Employees	5,546	5,654	5,540	(231)	5,755	5,706	5,606	5,606
Premises	2,211	2,235	2,368	124	2,355	2,391	2,280	2,316
Transport	28	19	23	(6)	26	26	26	27
Supplies & Services	3,473	2,338	3,916	(664)	4,070	4,129	4,188	4,246
3rd party payments	100	0	101	(96)	103	104	106	107
Transfer Payments	10	11	10	3	10	10	10	10
Support services	1,333	1,696	1,843	0	1,888	1,888	1,888	1,888
Depreciation	2,438	2,438	2,436	0	2,805	2,805	2,805	2,805

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Income	**14,725**	**14,554**	**15,705**	**1,178**	**16,784**	**17,174**	**17,220**	**17,220**
Government grants			0	0	0	0	0	0
Reimbursements	36	142	36	8	36	36	36	36
Customer & client receipts	2,608	2,071	2,826	1,170	3,000	3,000	3,000	3,000
Recharges	12,283	12,543	13,370	0	14,183	14,183	14,183	14,183
Reserves	(202)	(202)	(528)	0	(435)	(46)	0	0
Capital Funded								
Council Funded Net Budget	**413**	**(163)**	**532**	**307**	**228**	**(116)**	**(311)**	**(215)**
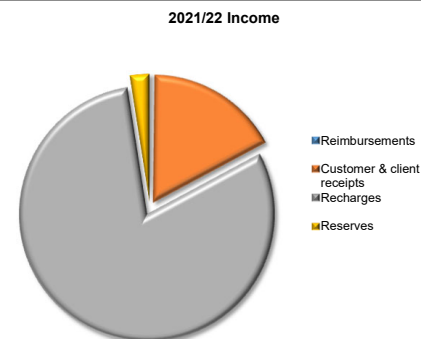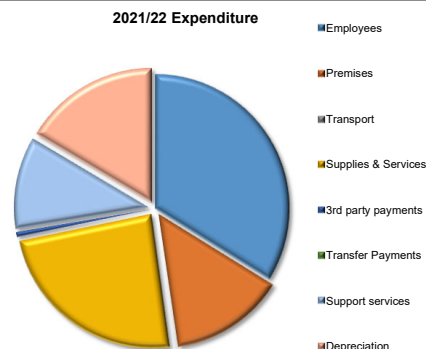
Capital Budget £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Capital Building Works		758	769	0	1,119	950	1,375	650
Invest to Save		99	82	0	553	300	300	300
Business Systems		257	533	0	966	365	0	650
Social Care IT System		152	246	0	0	0	2,100	0
IT Planned Replacement		1,688	1,517	0	870	905	770	1,405
Customer Contact Programme		296	124	0	2,376	0	0	0
	0	3,250	3,271	0	5,884	2,520	4,545	3,005

2021/22 Expenditure

Employees, Premises, Transport, Supplies & Services, 3rd party payments, Transfer Payments, Support services, Depreciation

2021/22 Income

Reimbursements, Customer & client receipts, Recharges, Reserves

Summary of major budget etc. changes 2020/21

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

2021-22 CS06 Reduction in various running costs £75k

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

2020-21 CS10 Further restructuring of the Transactional Services team deferred from 2021/22 £100k

2024/25

Service Plan for : Resources		
Service Manager:	Roger Kershaw	Cabinet Member:	Councillor Tobin Byers

Overview of the service

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

Financial Strategy and Capital - manage Financial Strategy & Capital Strategy/Monitoring, Financial Systems Liaison & Development & Strategic and Operational Risk Management. The team facilitate multi-year planning target resources, manage risk & integrate financial and business information. Over the next four years we will improve the robustness of our systems & projections, challenging 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.

Treasury and Pensions - 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.

Merton's ambitions

Support our most vulnerable residents of all ages

Maintain a clean and safe environment

Create a great place to grow up and live in

Build resilient communities

Bridge the gap and reduce inequalities

Continuously improve

What do we need to do?

Customer Insight	Data and intelligence	National / Regional policy implications	Working to be London's Best Council
Senior management including Councillors, CMT and DMTs. Budget and Risk Managers and Project Managers. A survey of budget managers undertaken in Autumn 2019 found that at least 87.5% of respondents rated professional support as good/very good.	Demand - It is envisaged that the level of budget managers (160 individuals) and standard financial/risk reporting will remain constant over the planning period. Specifically, assessing the impact of Covid-19 has placed considerable pressure on staff. Generally, as resources become tighter this requires additional input from financial staff to improve the accuracy of forecasting.	Required to meet International Accounting Standards for Local Authorities, Regulations and Best Practice. It has proved challenging for local authorities to respond to changes in requirements in the past. There will be changes in leasing legislation that need to be accounted for in 2020-21 account closure and also we need to account for VAT digitally by 1 April 2021. A considerable amount of staff time is being spent fully assessing the impact of Covid 19 and the additional savings required from it. The general uncertainty on Central Government's funding of Local Government provides significant challenges for medium term financial planning. Treatment of the Deficit on the Dedicated Schools Grant remains an issue to all local authorities.	The Council's continuous improvement programme - officers will be involved in supporting the continuous improvement programme and helping with the assessment of make or buy decisions. The long term recovery & modernising Merton programme - officers are spending considerable time ensuring that the impact of Covid 19/Brexit are estimated and that the Authority remains a going concern.

Where are we now?		
Objectives from the last service plan refresh:	**Progress made against objectives:**	**Close / carry forward?**
Closing Accounts by the due date (Publish draft accounts by 31 May, and External Auditor sign off by 31 July).	Lessons learned review to improve next year's closing processes. Attention paid to the valuations required for closing.	Carry forward
Compiling a Medium Term Financial Strategy (MTFS) with a balanced budget for at least the next financial year by the March Council Meeting for approval.	Cabinet has agreed a timetable to ensure that a balanced budget and MTFS can be agreed by Council in March. The MTFS is reviewed throughout the Business Planning process and Members have been advised of progress at Cabinet meetings in September, November and December.	Carry forward
Regular monitoring of the ongoing financial position of the Council.	Forecasting accuracy of outturn and savings achievement was lower this year than previous years in part due to the initial impact of Covid-19.	Carry forward
Develop and maintain the Financial Information System.	Moved to e5.5 and Collaborative Planning 9. There were also developments on interfaces regarding payroll and moving towards making tax digital Exacom system for CIL recording, reporting and accounting implemented along with an interface to e5. Response times through e5 mailbox have reduced and considerable work was undertaken regarding the Dunning Cycle for the impact of Covid-19.	Carry forward
Develop and maintain risk registers throughout the authority ensuring that processes and practices are in accordance with best practice.	Risks were reviewed at least quarterly throughout the year with 100% of red risks mitigated with current control measures. Separate register established for Covid-19 which is reviewed every two weeks and reviewed and reported to CMT, DMT and CMRG as appropriate.	Carry forward

How will we get there?										
Service Objective 1					**Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions**					
Closing Accounts by the due date (publish draft accounts by 31 May, and external auditor sign off by 31 July)					Statutory requirement					
Performance Measures										
Indicator	**2019 / 20 Actual**	**RAG**	**2020/21 Target**	**2021/22 Target**	**2022/23 Target**	**2023/24 Target**	**2024/25 Target**	**Frequency**	**Polarity**	
Closing Accounts by the due date (Publish draft accounts by 31 May, and External Auditor sign off by 31 July)	N/A - New indicator for 2020-21	Does Not Apply	Yes	Yes	Yes	Yes	Yes	Annually	Yes/No	
Delivery against current year MTFS savings targets	71.82%	Red	100%	100%	100%	100%	100%	Quarterly	High	
Accuracy of P10 Revenue Forecast (compared to outturn)	25%	Red	90%	90%	90%	90%	90%	Annually	High	
Accuracy of P8 (P9 to 2013/14) Capital Forecast	87.19%	Red	90%	90%	90%	90%	90%	Annually	High	

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Property Valuations	Working with Property Team regarding the delivery of Valuations Information	Sep-20	31-Mar-21
Fixed Asset System	Working with Property and Facilities Management to re-tender the computerised system	Sep-20	Mar-21
Lessons Learned	Reviewing issues arising during closing to minimise or resolve for next year	Sep-20	Dec-20

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Material Variance on Property Valuations	Property valuations project above
Efficient Processes	Lessons Learned above

Impact on the customer/end user

Breach of the statutory duty to close the accounts also provides key information

Partners / interdependencies

This activity involves Budget Managers, Senior Management, CHAS , the Housing Company and Merton and Sutton Joint Cemetery Board

Service Objective 2					**Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions**					
Compiling a Medium Term Financial Strategy (MTFS) with a balanced budget for at least the next financial year by the March Council Meeting for approval					Statutory requirement					
Performance Measures										
Indicator	**2019 / 20 Actual**	**RAG**	**2020/21 Target**	**2021/22 Target**	**2022/23 Target**	**2023/24 Target**	**2024/25 Target**	**Frequency**	**Polarity**	
Compiling a MTFS with a balanced budget for at least the next financial year by the March Council Meeting for Approval	N/A - New indicator for 2020-21	Does Not Apply	Yes	Yes	Yes	Yes	Yes	Annually	Yes/No	
Delivery against current year MTFS savings targets	71.82%	Red	100%	100%	100%	100%	100%	Quarterly	High	
Accuracy of P10 Revenue Forecast (compared to outturn)	25%	Red	90%	90%	90%	90%	90%	Annually	High	
Accuracy of P8 (P9 to 2013/14) Capital Forecast	87.19%	Red	90%	90%	90%	90%	90%	Annually	High	

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Updating MTFS Model and providing regular reports to Senior Management, Cabinet and Council	Modelling MTFS position for current year plus 4 and options to aid decision making and updating this model appropriately - including the impact of Covid 19 and Brexit	Summer/Early Autumn	End January
Updating the Capital Forecasting Model and production of the Capital and Treasury Management Strategies	Modelling MTFS position for current year plus 4 and options to aid decision making and updating this model appropriately - including the impact of Covid 19 and Brexit	Summer/Early Autumn	End January
Delivery against current year Medium Term Financial Strategy Savings Targets	Monthly monitoring of delivery of savings targets and forecast delivery at year end by RAG rating - including the impact of Covid 19 and Brexit	Summer	February

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Impact of Covid 19/Brexit	Monitoring additional costs and impact on savings
Incorrect forecasting	Refine forecast information monthly with debt and cashflow revised quarterly

Impact on the customer/end user

Provides key decision making information to meet statutory requirements to set a balanced budget, maintain a going concern and detailed budget information

Partners / interdependencies

Requires liaison with budget managers and senior management to incorporate all budget information for all services and the delivery of all objectives

Service Objective 3					**Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions**					
Regular monitoring of the ongoing financial position of the Council.					Statutory requirement					
Performance Measures										
Indicator	**2019 / 20 Actual**	**RAG**	**2020/21 Target**	**2021/22 Target**	**2022/23 Target**	**2023/24 Target**	**2024/25 Target**	**Frequency**	**Polarity**	
Delivery against current year MTFS savings targets	71.82%	Red	100%	100%	100%	100%	100%	Quarterly	High	
Accuracy of P10 Revenue Forecast (compared to outturn)	25%	Red	90%	90%	90%	90%	90%	Annually	High	
Accuracy of P8 (P9 to 2013/14) Capital Forecast	87.19%	Red	90%	90%	90%	90%	90%	Annually	High	

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Cash Flow and Debt Monitoring undertaken Quarterly	Quarterly update of Cash Flow and Debt levels, debt levels to be included in the monitoring report - including the impact of Covid 19 and Brexit	Summer	February
Delivery against current year Medium Term Financial Strategy Savings Targets	Monthly monitoring of delivery of savings targets and forecast delivery at year end by RAG rating - including the impact of Covid 19 and Brexit	Summer	February
Continuous Improvement	Supporting the continuous improvement programme and helping with the assessment of make or buy decisions	Ongoing	Ongoing

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Impact of Covid 19/Brexit	Monitoring additional costs and impact on savings
Incorrect forecasting	Refine forecast information monthly with debt and cashflow revised quarterly

Impact on the customer/end user

Provides key decision making information to meet statutory requirements to maintain a going concern and detailed budget information

Partners / interdependencies

Requires budget managers to review their financial position and forecast to year end and the resulting information is then utilised by senior management for decision making information.

321

Service Objective 4			Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions							
			Statutory requirement							
Develop and maintain the Financial Information System			Continuously improve							

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
System should be available 24 hours a day 365 days per annum	New for 2020-21	Does Not Apply	99%	99%	99%	99%	99%	Monthly	High
Response to Queries within 24 hours	New for 2020-21	Does Not Apply	99%	99%	99%	99%	99%	Monthly	High

Projects / key activities to support the objective (provide a brief description of any projects / key pieces of work that will enable you to meet the objective)

Project / activity name	Description	Proposed start date	Proposed end date
Re-tendering the Financial Management Sys	Current contract ceases on 6-2-21, with the two year extension will cease 6-2-23 the re-tendering process has just started	Summer 20	Feb-23
Business Process Manager	BPM has a similar functionality to e-forms as and interfaces, module and support has been purchas	Sep-20	31-Mar-21
Making Tax Digital	Digital determination of input and output tax due by 1-4-21	Mar-19	31-Mar-21

Potential barriers to achieving objective

Description of barrier	Mitigating Actions

Impact on the customer/end user

Anyone staff member who enters or extracts information from the system

Partners / interdependencies

System is used by CHAS (apart from Stripe), Housing Company and Merton and Sutton Joint Cemetery Board

Service Objective 5			Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions							
Develop and maintain risk registers throughout the authority ensuring that processes and practices are in accordance with best practice			Continuously improve							

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
% of red risks with current control measures	100%	Green	90%	90%	90%	90%	90%	Quarterly	High

Projects / key activities to support the objective (provide a brief description of any projects / key pieces of work that will enable you to meet the objective)

Project / activity name	Description	Proposed start date	Proposed end date
Bi-annual review of risk/issue classification	Risk/Issue Classification incorrect on the risk register	Summer 20	Autumn 20
Ensuring use and consistency in application of risk management to projects	OPG training to ensure consistency in risk management and scoring and discussion of the difference between standard and Covid risk management		

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Omission of a key risk or issue form the register	Processes established to review the register and report to DMTs and CMT and officers are currently considering the best way to make inter authority comparisons of Risk Registers
All projects should have a risk register and this register fails to identify key risk/issues that undermine the success of the project.	OPG training to ensure consistency in risk management and scoring and discussion of the difference between standard and Covid risk management

Impact on the customer/end user

Effective risk management should minimise the impact of occurrence and maximise the effectiveness of change

Partners / interdependencies

Appropriate identification, classification and mitigation of risks and issues impacting on strategic and operational activity is an essential management tool

Service Objective 6			Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions							
96% of Insurance Claims responded to within 5 working days			Other (insert text)							

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
% of Insurance Claims responded to within 5 working days	95.33%	Red	96%	96%	96%	96%	96%	Quarterly	High

Projects / key activities to support the objective (provide a brief description of any projects / key pieces of work that will enable you to meet the objective)

Project / activity name	Description	Proposed start date	Proposed end date

Potential barriers to achieving objective

Description of barrier	Mitigating Actions

Impact on the customer/end user

Partners / interdependencies

People
On the job training is provided to all new appointees, this is supplemented with internal training to ensure all staff have the appropriate professional and technical skills to undertake their jobs efficiently. In addition, key staff attend essential external training sessions for key areas such as account closure, forecasting and legislative change to ensure that processes and outputs reflect best practice and legislation. In recent years officers have struggled to appoint suitably qualified staff from outside the organisation, this difficulty is not unique to Merton. To ease this difficulty the Resources has re-instigated it's trainee programme. The Trainee Programme currently has 4 trainees working towards a CCAB accounting qualification under the Apprenticeship scheme. Smarter working works particularly well for Resources as long as staff have adequate access to the internet/IT equipment.

Technology
Financial Management Information System including General Ledger, Accounts Receivable, Accounts Payable and Purchasing Management (e5.5) and Collaborative Planning @CP9.Fit for Purpose]. Also require a budgeting and forecasting element (Collaborative Planning) [Fit for Purpose] In addition require a Cash Receipting System (Currently CIVICA will be Adelante) [Fit for Purpose], Payments and Collections System (Paygate) [Fit for Purpose] and also use Lloyds SMARTCARDS for Authentication. [Fit for Purpose] Require an Asset Accounting System it is essential that its operation reflects the requirements of Local Authority Accounting and that the company providing the system is capable of responding to legislative change in a timely manner (System currently provided by CIPFA just entering into a tendering process) This is an off the peg solution guaranteed to be updated for legislative change in a timely manner. Making Tax Digital is currently underway and will come under the Advanced (e5) Umbrella through December 2020/January 2021. The current 4 year contract expires with ADV in February 2021, therefore the contract for ADV for the e5 Family of products is to be extended and is under discussion within LBM and with ADV. This will be for the agreed plus 2 years with the potential for a 3rd year to be added. Within this proposal, LBM are proposing to introduce Spend Analysis and eSupplier, to upgrade to CP11 from CP9, and potentially review the eMarketplace product which would bring in the opportunity to punch out to Amason, Office depot (we do this today) and open up an eshop to 450 further suppliers. Also have a number of detailed spreadsheets for MTFS, Capital Modelling, SEN Placements and School Advances for which it would be advantageous to provide an alternative IT Solution

Service improvement

The Resources division (excluding the Revenues & Benefits service areas) have £65k of savings in the MTFS for 2021/22 as outlined below. Currently the budget pressures within the division are largely around the use of agency staff and Covid related consultancy, as well as supplies and services within various teams.

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Expenditure	**6,183**	**6,457**	**6,279**	**605**	**6,362**	**6,437**	**6,479**	**6,521**
Employees	2,949	3,144	2,981	248	3,056	3,090	3,090	3,090
Premises	2	3	2	(2)	2	2	2	2
Transport	2	4	2	(0)	3	3	3	3
Supplies & Services	2,617	2,618	2,463	358	2,393	2,430	2,466	2,503
3rd party payments	96	189	303	0	335	340	345	349
Transfer Payments	0	0	0	0	0	0	0	0
Support services	517	499	529	0	572	572	572	572

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Income	**6,135**	**6,487**	**6,272**	**(151)**	**6,431**	**6,431**	**6,431**	**6,431**
Government grants			0	0	0	0	0	0
Reimbursements	235	470	465	(182)	472	472	472	472
Customer & client receipts	710	680	710	31	710	710	710	710
Recharges	5,270	5,417	5,098	0	5,249	5,249	5,249	5,249
Reserves	(80)	(80)	0	0	0	0	0	0
Council Funded Net Budget	**49**	**(30)**	**7**	**454**	**(69)**	**7**	**48**	**90**

Capital Budget £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Financial Systems		26	0		0	0	700	0
Multi-Function Device		0	400		0	0	0	600
Acquisitions Budget		0	0		0	0	0	6,985
Capital Bidding Fund		0	0		0	0	0	1,000
Housing Company		1,900	200		0	0	0	0
Westminster Coroners Court		0	0		460	0	0	0
Corporate Capital Contingency		0	0		0	0	0	2,144
CPOs Clarion		0	0		4,801	2422	0	0
	0	**1,926**	**600**	**0**	**5,261**	**3,122**	**0**	**10,729**

2021/22 Expenditure

- Employees
- Premises
- Transport
- Supplies & Services
- 3rd party payments
- Transfer Payments
- Support services

2021/22 Income

- Government grants
- Reimbursements
- Customer & client receipts
- Recharges
- Reserves
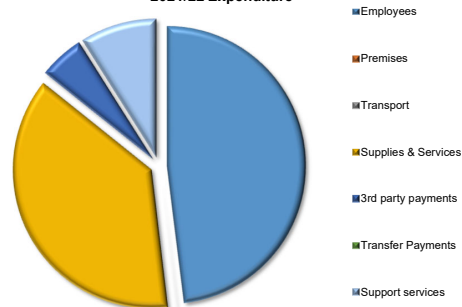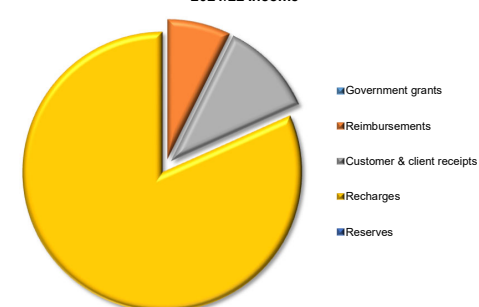
Summary of major budget etc. changes

2021/22

2018-19 CS07 Retender of insurance contract £25k
2020-21 CS15 Miscellaneous savings (e.g. Subscriptions) -£29k (removal of one off saving in 2020/21 budget)
2021-22 CS12 Miscellaneous savings within Resources (e.g.. Consultancy) £69k

2022/23

2021-22 CS12 Miscellaneous savings within Resources (e.g.. Consultancy) -£34k (removal of one off saving in 2021/22 budget)

2023/24

2024/25

Service Plan for : Revenues and Benefits			
Service Manager:	David Keppler	Cabinet Member:	Councillor Tobin Byers

Overview of the service
Administration and collection of council tax and business rates. Administration and payment of housing benefit and council tax support. Administration of Local Welfare Support Scheme. Inhouse shared enforcement service (Bailiffs).

Merton's ambitions
Support our most vulnerable residents of all ages
Maintain a clean and safe environment
Create a great place to grow up and live in
Build resilient communities
Bridge the gap and reduce inequalities
Continuously improve

What do we need to do?			
Customer Insight	**Data and intelligence**	**National / Regional policy implications**	**Working to be London's Best Council**
Customers are council tax and business rate payers benefit claimants. The shared enforcement service provides service to Merton Parking and Sutton Council. Demand in some areas will increase. The service receives the most complaints within the department and each year the complaints details are reported to CMT and General Purposes Committee.	*Demand for some services is likely to increase i.e business support, welfare support scheme, council tax support scheme. In addition, collection of council tax and business rates is likely to be more challenging and therefore see an increase in staff time required. When the furlough scheme ends there is likely to be a large increase in work. The one service that will see a reduction of workload is the shared enforcement servic.*	*The Covid-19 situation has created a unique situation where, over a very short period of time, the service has had to provide numerous additional and support schemes to residents and businesses. It is not known at this stage how many of these schemes will continue into 21/22.*	

Where are we now?		
Objectives from the last service plan refresh:	**Progress made against objectives:**	**Close / carry forward?**
Procurement and implementation of new revenues and benefits system	Soft market testing commenced in January 2020 and was then put on hold following the Covid-19 crisis. Engagement with procurement and the existing supplier recommenced in January 2021 to explore a possible way forward.	Carry forward

				How will we get there?					

Service Objective 1 | **Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions**

Deliver Performance Indicators | Statutory requirement

Performance Measures

Indicator	*2019 / 20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
% of Council tax collected	97.79%	Green	97.25%	97.25%	97.50%	97.50%	97.75%	Monthly	High
% Business Rates collected	97.95%	Green	97.50%	97%	97.25%	97.50%	97.50%	Monthly	High
Number of processing days for new Housing Benefit claims	7.48 days	Green	14 days	14 days	14 days	14 days	14 days	Monthly	Low
Number of processing days for Housing Benefit change of circumstances	7.2 days	Green	8 days	8 days	8 days	8 days	8 days	Monthly	Low
Accuracy of benefit payments over £1500	95.02%	Green	95%	95%	95%	95%	95%	Quarterly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Business as normal	Apr-21	Mar-22

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Impact of Covid-19 on residents and businesses to pay	*Additional resource to target collection*
Increase in demand	*Initiative to retain apprentices beyond original contracts*

Impact on the customer/end user

Impact on residents and businesses in the borough - supporting the most vulnerable - raising income for the Council

Partners / interdependencies

Collect council tax and business rates for GLA and Government - administer housing benefits for Department of Work and Pensions

Service Objective 2 | **Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions**

Deliver Government support and grant schemes | Build resilient communities

Performance Measures

Indicator	2019 / 20 Actual	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
n/a									

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Deliver Business Support Schemes	Deliver ARG scheme in 2021/22	Dec-20	Mar-22

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Demand higher than funds available	*Communications*
Time pressures on delivering support	*Communications and clear plan to manage expectations*

Impact on the customer/end user

Support for businesses - both short to medium and longer term impacts on Merton businesses

Partners / interdependencies

Support schemes are Government initiatives - but some schemes are discretionary so the Council can determine priorities

Service Objective 3 | **Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions**

Review Council Tax Support Scheme | Support our most vulnerable residents of all ages

Performance Measures

Indicator	2019 / 20 Actual	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
n/a									

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Deliver CTS scheme as required	Understand what type of scheme members want to introduce and identify possible savings	Apr-21	Nov-21
Project / activity 2	Provide examples of alternative schemes	Apr-21	Sep-21

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Reduced funding to maintain existing scheme	

Impact on the customer/end user

A revised scheme that does not support residents to current level will result in possible hardship for residents and impact on council tax collection rate

Partners / interdependencies

GLA - as they contribute to part of the cost of the scheme

People

The service has utilised working from home for 20 years. We have permanent homeworkers and up until the recent crisis staff were able to work from home up to 4 days aa week. Working from home is business as usual. The vast majority of staff use their own IT equipment so there may be a need to invest in 60 plus laptops. The age profile of the staff is high and so succession planning is needed in the near future. However, the service has made good use of apprentices and currently has three. A business case is being developed to extend these contracts and the turnover of staff is relatively low.

Technology

As mentioned above there may be the need to invest in laptops to provide for all the staff working at home. The Revenues and Benefits system is on a rolling one year contract and this needs to be addressed in the next year. The Council will look for a hosted solution. The system supplier has enabled the service to react quickly to all the different government support schemes for businesses and residents implemented this year.

Service improvement

A Make or Buy review has been completed on the Revenues and Benefits service.

A review of the Enforcement service/shared service is currently underway. The impact of Covid-19 has resulted in reduced workloads and it is expected that this will continue for the medium term. A service review will address this. The DWP continue to place more work on to benefit services and from April 2021 will commence a compulsory project to address accuracy of benefit claims - in effect ensuring regular reviews are carried out on high risk cases. This will increase the workload.

The Revenues and Benefits service has savings built into the MTFS in relation to the Bailiff Service as shown below. The adverse forecasts in the service is a result of the pandemic and its impact on enforcement and court cost income. It is not yet clear when or if the levels of income from those services will achieve pre-covid-19 levels but a pressure is likely to remain in the service for the coming year.

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Expenditure	**5,861**	**6,552**	**5,818**	**377**	**6,073**	**6,084**	**6,095**	**6,106**
Employees	3,698	4,329	3,604	557	3,664	3,664	3,664	3,664
Premises	0	4	0	(0)	0	0	0	0
Transport	123	165	125	4	129	131	133	135
Supplies & Services	423	559	429	112	441	447	454	460
3rd party payments	173	55	175	(295)	178	181	183	186
Transfer Payments	0	0	0	0	0	0	0	0
Support services	1,445	1,439	1,483	0	1,661	1,661	1,661	1,661
Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Income	**3,299**	**3,987**	**3,351**	**1,254**	**3,325**	**3,345**	**3,345**	**3,345**
Government grants	1,050	1,125	1,050	(199)	1,039	1,039	1,039	1,039
Reimbursements	970	1,063	970	602	970	970	970	970
Customer & client receipts	1,341	1,861	1,361	851	1,356	1,376	1,376	1,376
Recharges	0	0	0	0	0	0	0	0
Reserves	-62	-62	-30	0	-40	-40	-40	-40
Council Funded Net Budget	**2,561**	**2,565**	**2,467**	**1,631**	**2,748**	**2,739**	**2,750**	**2,761**

Capital Budget £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
	0	0	0	0	0	0	0	0

2021/22 Expenditure

- Employees
- Premises
- Transport
- Supplies & Services
- 3rd party payments
- Transfer Payments
- Support services

2021/22 Income

- Government grants
- Reimbursements
- Customer & client receipts
- Recharges
- Reserves

Summary of major budget etc. changes

2021/22

2018-19 CS08 Increase in income from Enforcement Service £15k
2021-22 CS11 Review of shared Bailiff service with Sutton £40k
2018-19 CS08 Increase in income from Enforcement Service saving in 2020/21 deferred to 2022/23 - £20k

2022/23

2018-19 CS08 Increase in income from Enforcement Service saving in 2020/21 deferred to 2022/23 £20k

2023/24

2024/25

Environment & Regeneration

Service Plan for : *Development & Building Control*		
Service Manager: *Neil Milligan*	Cabinet Member:	*Councillor Martin Whelton*

Overview of the service

Provide a brief overview of your service and the outcomes it seeks to provide for residents/service users, including any statutory duties that impacts on this

Planning and Building Control legislation is a major component of national , regional and Local policy driving actions to support the Climate Emergency. Future sustainable regeneration of the borough is a key component of the Council's strategy to create a clean and safe environment and to create more resilient communities. One of the main priorities across the team is to ensure income generation opportunities are maximised wherever possible. The main priority in the last TOM revolved around mobile and electronic working. This has progressed slower than was hoped but the main starting component, the M3 database upgrade, is imminent.

The DC section has seen a steady consolidation in the number of statutory planning applications received in recent years, although there has been a slight drop during 2019 and a further small decline during 2020 as a result of Covid. Throughput efficiency per officer has also doubled in the last 10 years as a result of leaner working methods, improved technology and hard work by the teams. Efficiencies in more recent years have been harder to achieve following that success due to the quality of service that is required to deliver sustainable schemes. Expectations around the rising housing delivery target will be challenging and the service will need to train and retain staff to deliver by securing and improving established funding streams.

In recent years the team have formally investigated shared services for DC, firstly with Wandsworth and then with Sutton and Kingston with BC and DC. Neither of these share options were considered appropriate, although limited collaboration with Kingston/Sutton remains in terms of BC services. There is pressure on the team due to a high turnov of temporary staff, whilst the major recent proposed legislative changed to both BC and DC are not yet fully understood. At the same time, key performance has been generally maintained to a statutory minimum although complaints about the quality of the service have risen with the public becoming more involved year on year. The service is recognised as being highly regarded and is a key facilitator in the continued regeneration success in the borough, with a very high profile for such a small team. Customers are residents, businesses, Councillors, MP's and other Merton service areas.

The team will continue to implement and expand its successful income generating pre-application services and planning performance agreements and also investigate other income generating options. We have also been looking at other service delivery models and have outsourced a small element of the service to a contractor. However, this has not proved particularly successful or efficient. The M3 data base re-procurement is complete and the DC team's structure will be reviewed and a majors/minors team initiated. Channel shift towards e-forms and electronic booking will continue wherever possible and will be progressed with the support of IT. Government legislation on planning and BC is changing quickly and this is being carefully monitored as it impacts on service provision. Processes in the teams will be subject to further lean reviews to ensure efficient working models throughout the service.

There is a recognised continuing need to further develop the BC services provided by the team and also to ensure existing services meet customer's needs in the face of increasing competition. The service is an income generator and is cost neutral to the Council. We will continue to develop its commercial potential. The enforcement and dangerous structures components of the service is statutory and must be maintained given the potential serious consequences of unsafe buildings. Challenges around recruitment, training and retention of staff is key to meeting the challenges ahead, as will be more joined up working with DC alongside functioning mobile working solutions. The Approved Inspectors compete directly with the service and strategies are being deployed to protect the Council's market share. This is proving difficult and a more permanent solution to the existing staffing problem is proposed.

The BC and DC service has experienced long-standing staff recruitment/retention issues, which has been temporarily resolved with the use of agency staff. The reliance on this type of expensive employee base will be resolved by this TOM to ensure the cost efficient operation of the service.

Merton's ambitions

It is important that the activity in your service plan has a clear link to helping achieve the council's overall ambitions. Please consider these ambitions when developing your plan and ensure that activity and projects are matched against them:

Support our most vulnerable residents of all ages

Maintain a clean and safe environment

Create a great place to grow up and live in

Build resilient communities

Bridge the gap and reduce inequalities

Continuously improve

What do we need to do?

In developing your plan it is important to understand the wider context in which the service and the council operates. Please refer to Merton Data as a tool to help you understand the present and future demands on your service and the views and needs of its customers. This should be combine d with local intelligence held by your service.

Merton Data   **The Merton Story**

Customer Insight	Data and intelligence	National / Regional policy implications	Working to be London's Best Council
Our customers comprise residents, councillors, other council service areas and businesses both inside and outside the borough. Notwithstanding a small decline in applications in 2017 and 2020, the number of customers is expected to continue to rise given the increase in population growth and new housing delivery targets. There is still significant competition in building control from approved inspectors and there have been strategies devised to try to maintain that business share of the market. We await the result of the Grenfell Inquiry to see how service delivery may change. The number of customers is likely to change with the introduction of new legislation and although those changes will be difficult to predict in the longer term, recent deregulation has actually resulted in more, not fewer applications being received. It is inherent within the planning service that when some customers are satisfied with decisions others most certainly are not. This is reflected in the constant stream of complaints regarding actions taken by the section.	*Apart from small variations, Planning applications received have been relatively static in recent years. The number of customers is likely to change with the introduction of new legislation and although those changes will be difficult to predict in the longer term especially given Covid, recent deregulation has actually resulted in more, not fewer applications being received in relation to those changes. The share of Building Control applications received against the Approved Inspector has remained relatively constant in recent year.*	*New National changes to the planning system legislation are imminent although not yet finalised at the time of writing. The changed may fundamentally change the way planning works with more emphasis on forward planning for individual sites and establishing permissions in principle. Applications will still need to be assessed but many of the principles may already be established resulting in less analysis at the application stage. There are also significant legislative changes proposed to Building Control services primarily as a result of the Grenfell disaster. Again these are not fully developed but will result in changes to regulations and processes around tall and other buildings in scope and with extreme scrutiny of staff competency levels.*	*The B @ DC teams will continue to operate and provide a quality professional service and to contribute to the council's continuous improvement programme of working to be London's best. The imminent IT upgrades of M3 will ensure support of the long term recovery & modernising Merton programme. The reaction to and transformation as a result of the new legislative changes, will be key moving forward.*

Where are we now?		
Objectives from the last service plan refresh:	**Progress made against objectives:**	**Close / carry forward?**
Roll out of appropriate Mobile working equipment across the DC and BC Teams where relevant including purchase of relevant equipment.	Delayed as upgrade to 'assure' required. However, significant progress and effort made to make all systems and processes electronic during Covid. All Templates (100 plus) being re written.	Carry forward
Upgrade to 'Assure' following successful Re-procurement of Northgate M3.	Imminent: see above.	Carry forward
Roll out various service eforms. Priority the Enforcement web form.	BC form still being worked on. DC : likely need eliminated due to Portal/M3 upgrade.	Carry forward
Continue to replace temps with entry level development officers in both DC and BC.	This was very successful up until Covid. Due to uncertainties around the future permanent recruitment ceased.	Carry forward
Succession planning for BC team including team manager and commercial manager.	This has not been authorised due to potential changes in the BC legislation and awaiting an LABC service report to inform. Talks being initiated again with Kingston and Sutton.	Carry forward
Establish a training programme to facilitate BC and DC apprenticeships.	Success in 2019 in recruiting an 'apprentice' in BC . Training courses undertaken. No success in planning to adopt a formal process , however, the team has successfully trained up a number of admin officers to become fully qualified planning officers.	Close
Investigate reorganising DC to ensure optimal delivery of major regeneration schemes.	This was implemented with varying success.	Carry forward
Commercialisation of BC if recruitment allows.	Delayed due to recruitment and lack of knowledge where BC legislation was headed.	Carry forward
Assess the financial implications of the Capita contract with potential expansion or retraction.	Capita have proven useful but are not considered to be a future part of the team model. Permanent and temp staff are more committed and easier to manage.	Close
Fast track householder service.	No progress. Initial 'rumours ' of income generation elsewhere unfounded.	Close
Various lean reviews to be implemented.	LABC service review awaited. Ongoing review of DC processes as part of 'Assure' upgrade.	Carry forward
Protocol to reduce enforcement investigations.	Drafted but not implemented.	Carry forward

How will we get there?
Try to limit this to no more than around 5-7 key objectives. This section should be reviewed if there are any significant changes in direction during the year. Changes can be noted along with the reasons for and implications of the change. When you review this, look for opportunities, insights, or risks that have emerged.

Service Objective 1	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Maintain or exceed key performance indicators.	Build resilient communities
	Create a great place to grow up and live in
	Statutory requirement

Performance Measures

Indicator	*2019 / 20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
% Major planning applications processed within 13 weeks	74.22%	Green	68%	80	81	81	82	Monthly	High
% minor applications determined within 8 weeks	80.79%	Green	71%	72	73	73	74	Monthly	High
% "other" applications determined within 8 weeks	85.83%	Green	82%	83	84	84	85	Monthly	High
% of appeals lost	40.58%	Red	35%	35	35	35	35	Quarterly	Low
Income (Development & Building Control)	£1,873,276	Red	£1,886,000	£ 1,966,000	£ 1,966,000	£ 1,966,000	£ 1,966,000	Monthly	High
% of Market share retained by local authority (building control)	51%	Red	54%	54	55	55	56	Monthly	High
No. of planning enforcement cases closed	1,072	Green	520	530	540	550	560	Monthly	High
No. of backlog planning enforcement cases	492	Green	500	490	480	470	490	Monthly	Low

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Upgrade reporting as part of 'Assure'	Ensure targets are embedded into Assure day to day reporting systems	*Apr-21*	*Apr-22*
Generate more PPA income from Majors minors team	Generate income by concentrating efforts on majors applications	*Apr-21*	*Apr-22*
supporting regeneration and growth	Facilitate sustainable regeneration by improved performance overall	*Apr-21*	

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
M3 systems support failings	*Arrange IT support*

Impact on the customer/end user

Maintaining service quality and performance

Partners / interdependencies

Future Merton are a close partner in delivering regeneration in the Borough and supply detailed professional advice on planning applications.

Service Objective 2	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Finalise the upgrade of M3 Assure and roll out mobile working where appropriate.	Statutory requirement
	Build resilient communities
	Continuously improve

Performance Measures

Indicator	2019 / 20 Actual	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
Success will be measured by the upgrade when it occurs									

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Upgrade to cloud version	Complete		
Upgrade all templates	In progress	*Ongoing*	*Apr-22*
Upgrade to Assure	Migrate to Assure	*Ongoing*	*Jul-22*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Training	*Being planned as part of project*
Resources	*For training*
new process review	*Business improvement team involved in looking at processes*

Impact on the customer/end user

Better performance monitoring and system enhancements should allow improved ability of customers to follow progress on case.

Partners / interdependencies

Future Merton also accesses the system and provide professional advice.

Service Objective 3	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Reorganising DC to ensure optimal delivery of major regeneration schemes by creating a Majors/minors team	Create a great place to grow up and live in
	Build resilient communities
	Statutory requirement

Performance Measures

Indicator	2019 / 20 Actual	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
Same as Service Objective 1									

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Establish majors/minors team	Reorganise and split DC team to Majors/minors. Potentially incorporate some of Future Merton team	*Apr-21*	*Mar-21*
Establish new detailed charging schedule	Embed new charges in the team	*Apr-21*	*Mar-21*
Support regeneration	Facilitate sustainable regeneration by improved performance overall especially on Majors	*Apr-21*	

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Time. Embedding and setting up charging schedule by Apr 2021 may be problematic without any additional resources to assist	*If it is a 'light touch' managed and agreed change then it may be non-controversial.*
Will job description's need reviewing /changing?	*As above, seek HR advice*
Impacting on professional development and motivation of those in the minors team.	*There should be sufficient large minors and maybe majors to keep staff interested. No reason why staff should not 'float' between the teams if required*

Impact on the customer/end user

Majors should receive better funding proportionately so the service should improve . However, minors and others may suffer as a result unless the finances are balanced. It is well known and accepted nationally that majors subsidise the smaller applications so it will be essential that majors do not soak up all the share income.

Partners / interdependencies

Future Merton works closely with DC in providing professional advice.

Service Objective 4	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Succession and structural planning for BC team including recruitment of an operations manager.	Statutory requirement
	Continuously improve
	Maintain a clean and safe environment

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
n/a									

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Recruitment of qualified Team Manager and review of the team structure once the LABC report and new legislation is available	It is highly likely that the new regulations will require all those working in the BC field to be fully qualified to an adequate level. The current B and DC Manager is not qualified so there is potential risk.	Jan-21	Mar-21

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Authorisation: This has been a TOM aim since 2015 but authorisation has not been provided due to constant service reviews	Continue to run the service without an operations manager

Impact on the customer/end user

Improved service provision overall but especially in relation to building in scope and requiring input from the new national Safety Building Regulator.

Partners / interdependencies

BC interact with other sections as required when building works are occurring. Especially new schools with CSF.

Service Objective 5	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Preparing BC team for significant legislative changes as result of the new BC Regulations Bill following Grenfell.	Statutory requirement
	Continuously improve
	Maintain a clean and safe environment

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
n/a									

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Ensure surveyors are at least level 4	It is likely that anyone working in the BC environment will have to be at least level 4 to work	Apr-21	Jul-21

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
The B @ DC manager is not and realistically will not be qualified as he has no expertise in the field or relevant qualifications	Employ an operations manager
Surveyors given the time to train	Surveyors are already undertaking the relevant courses in anticipation.

Impact on the customer/end user

Following Grenfell there is no choice but to implement. Any buildings in scope will have to be dealt with under the new Joint Regulatory Group.

Partners / interdependencies

Other sections such as CSF when new buildings are being constructed.

Service Objective 6	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Review of enforcement team and performance	Create a great place to grow up and live in
	Build resilient communities
	Continuously improve

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Same as Service Objective 1									

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Utilise the new M3 Assure for reporting	Although the RAG's are green above, performance for 2021 is down with some individual performance a significant issue	ongoing	Mar-21
Ensure individual performance is monitored and action tales accordingly	as above	ongoing	Mar-21

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
The B @ DC Manager having insufficient capacity to progress given other pressures of work	some actions already underway

Impact on the customer/end user

Improved responses to Enforcement investigations and reduced ombudsman investigations

Partners / interdependencies

Supports the general Planning functions of the Council

People

1) Currently the team has slipped back to nearly 30% temps overall having fought very hard to get it down to 10% in 2019. Permanent recruitment has been paused due to Covid-19 and significant imminent legislative changes to both BC and DC. Permanent recruitment to reduce temps to 10% will start in the new year when those legislative changes are established.

2) Succession planning in BC is already recognised as an objective of this plan. There are difficulties in starting apprenticeship as post grad education is not allowed in that scenario, whereas most surveyors are qualified to degree level already. The Hackett report and legislation will effectively dictate improvement required.

3) Training in both BC and DC is required for professional reasons. The new BC legislation is almost certainly going to require improved accredited standards. This is already underway but level 6 attainment to deal with high buildings has not yet been achieved.

4) Smarter working: mobile working and devices for Enforcement and BC as required. Remote working for all staff with reduced office space requirements even after Covid-19. Appropriate home working facilities to be better established.

5) Staff will predominantly work at home and only come into the office if required for collaborative days when required. It is anticipated that this will be for 1 or 2 days per week in any event once Covid is eradicated. Officers will travel from home to site visits and directly back to home without the need to visit the offices.

6) The admin team are still having to visits the office to continue paper printing and the letter printing project will continue to try to make all correspondence electronic with all letters going direct to the post room.

Technology

1) Upgrade of M3 to 'assure' imminent in any event. Mobile devices will be required for required for BC and Enforcement . It is anticipated that this will be in the form of a tablet, however, a tablet for site and laptop for home may be required as a combined unit may be prohibitively expensive (will seek advice from Northgate and IT about what equipment suits the system).

2) All team members will require an up to date laptop and either one or 2 large screens at home.

3) Upgrade of all M3 templates currently being undertaken.

4) Full home working environment to be assessed.

5) GIS system to be utilised to provide all information to the public to ensure avoidable contact is reduced.

Service improvement

1) Various aspect of the administration and registration process undertaken by the admin team and planners: Uploading docs to M3. pre-app storage , document naming. It is hoped Assure will resolve but that is unknown at this stage.

2) We are collaborating with Sutton and Kingston on BC services , mainly to anticipate helping each other in response to new legislative changes. Previous shared service investigation did not realise any potential savings.

Financial Summary - Development & Building Control

Covid-19 has severely impacted on the section's ability to generate income. However, although it is currently impossible to predict the permanent impacts, no long term issues are expected.

DEPARTMENTAL BUDGET AND RESOURCES

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Expenditure	**2,580**	**2,592**	**2,732**	**(135)**	**2,641**	**2,631**	**2,635**	**2,640**
Employees	1,707	1,818	1811	(143)	1716	1702	1702	1703
Premises	2	5	2	0	0	0	0	0
Transport	27	13	27	(16)	21	22	23	23
Supplies & Services	254	297	248	24	240	243	246	250
3rd party payments	0		0	0	0	0	0	0
Transfer payments	0		0	0	0	0	0	0
Support services	590	459	644	0	664	664	664	664
Depreciation								

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Income	**1,986**	**2,095**	**2,046**	**312**	**1,992**	**1,992**	**1,992**	**1,992**
Government grants	0	8	0	0	0	0	0	0
Reimbursements	99	224	134	0	0	0	0	0
Customer & client receipts	1,887	1,863	1912	312	1992	1992	1992	1992
Recharges								
Reserves								
Capital Funded								
Council Funded Net Budget	**594**	**497**	**686**	**177**	**649**	**639**	**643**	**648**

Capital Budget £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
	0	0	0	0	0	0	0	0

2020/21 Expenditure

Legend: Employees, Premises, Transport, Supplies & Services, Support services

2020/21 Income

Legend: Reimbursements, Customer & client receipts
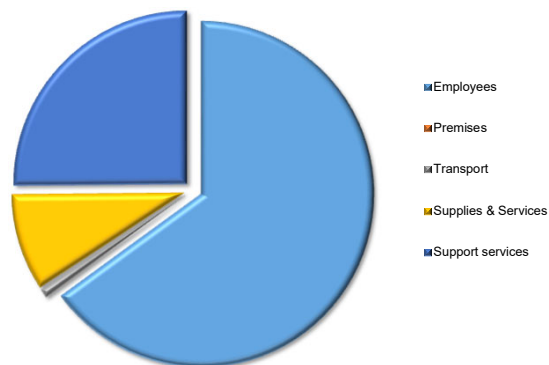
Summary of major budget etc. changes

2021/22

ENV2021-02 = (£80k) - increase PPA income.
ENV2021-05 = (£12k) - reduction of various minor budget spends.
ENV2021-10 = (£15k) - Reduce BC/DC admin by 1 FTE.

2022/23

ENV2021-10 = (£15k) - Reduce BC/DC admin by 1 FTE.

2023/24

No significant changes.

2024/25

No significant changes.

Service Plan for : Future Merton

Service Manager:	Paul McGarry	Cabinet Member:	Cllr Whelton, Cllr Lanning, Cllr Pritchard, Cllr Cooper-Marbiah

Overview of the service

Provide a brief overview of your service and the outcomes it seeks to provide for residents/service users, including any statutory duties that impacts on this

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 contribute to Merton the place and enhance the quality of life for our residents. The service leads on the Local Plan and monitors the delivery of new housing in Merton and supports the creation of new businesses and jobs. We manage the Council's highways and street lighting contracts to ensure that the borough's network of roads, footways, cycle lanes and street lighting are well maintained and safe. Future Merton also lead on town centre and estate regeneration projects as well as leading on the Climate Emergency and Covid-19 high streets recovery. We are also responsible for delivering locally, the objectives of the Mayor of London's Transport Strategy and London Plan. Future Merton contributes to the Merton Partnership via the activities of the Sustainable Communities Transport Partnership (SCTP) Economic Wellbeing Group, Employment & Skills sub-group, Housing Group and Climate Emergency Steering Group. The team also services the Borough Plan Advisory Committee (BPAC), the Design Review Panel (DRP) and leads on South London Partnership's Transport, Growth and Skills boards. Key service areas include; Regeneration, Place making, Strategic Planning, Housing Strategy, Economic Development, Traffic & Highways, Road Safety, Flood Mitigation, Urban Design, management of the Community Infrastructure Levy and management of Vestry Hall voluntary sector hub.

Merton's ambitions

It is important that the activity in your service plan has a clear link to helping achieve the council's overall ambitions. Please consider these ambitions when developing your plan and ensure that activity and projects are matched against them:

Support our most vulnerable residents of all ages

Maintain a clean and safe environment

Create a great place to grow up and live in

Build resilient communities

Bridge the gap and reduce inequalities

Continuously improve

What do we need to do?

In developing your plan it is important to understand the wider context in which the service and the council operates. Please refer to Merton Data as a tool to help you understand the present and future demands on your service and the views and needs of its customers. This should be combine d with local intelligence held by your service.

Merton Data **The Merton Story**

Customer Insight	Data and intelligence	National / Regional policy implications	Working to be London's Best Council
Our customer base is wide ranging, from residents and councillors to external customers such as developers, utility companies and partners including GLA, TFL, SLP and Merton Partnership. Future Merton regularly engages residents through the creation of the Local Plan (surveys and face-to-face engagement) as well as day-to day consultations on Traffic, Road Safety and Highway projects. The team also inputs heavily to the Planning Applications process providing specialist policy input to Development Control in areas such as design, flooding, transport, housing, climate change, highways, ecology and economy. The service area attracts a high volume of Member Enquiries and direct enquiries from residents. Future Merton has the highest volume of Member enquires (MEs) in E&R and this has been steadily increasing over the past 3 years; correlating to the increase in residents and councillors engaging with and reacting to issues on social media (Twitter/Next-door) The increase in complaints and other customer contact relates heavily to perceptions of development and resistance to change (for planning and changes to the road network such as LTNs/Cycling/School Streets).	Demand for our service will increase as the borough's housing target has increased by over 200%. The Council needs to double its housing delivery output which will require more input to the Planning Service and greater impacts on Design, Traffic, Sustainable Travel and developer engagement. There will also be a resulting increase in enquiries and complaints around Planning proposals. Merton Also declared a climate emergency that will place additional pressure on the service to deliver cross-departmental actions. The increase in development and population will lead to an increase in CIL and the number of CIL funded projects to be delivered to mitigate the impacts of development.	Significant national changes to planning legislation are imminent and will place greater emphasis on housing delivery and more pressure on 'up-front' plan making, masterplans or briefs for individual sites to guide quality, where permission is likely to be pre-approved in principle. These changes will place greater pressure and scrutiny on specialised skills that will still input to the process such as design, sustainability and transport. Economic recovery from Covid-19 will be at the forefront of the Council's agenda and will require increased resources for the economic development service and greater partnership working.	The Future Merton team will continue to provide a quality, wide ranging service with a focus on place making to drive forward the growth agenda. Continual improvements already embedded in the team include the May rise system, enabling Highway inspection and permitting to be conducted on site / mobile working. The team has also digitised how it engages residents on the Local Plan with greater use of online tools which attract greater levels of feedback from a more representative demographic spread. Increased digitisation of the Planning System will continue and new systems such as Merton's GIS as well as online tools like Commonplace and VuCity will enable Merton produce better outcomes for customers.

Where are we now?		
Objectives from the last service plan refresh:	**Progress made against objectives:**	**Close / carry forward?**
GIS system - To be customer facing as well as internal. Build in use of GIS for web-based consultation and 3D capability to support the GLA digitising planning agenda	New GIS system procured but not active. Public facing and 3D functions to be developed and launched.	Carry forward
Office Environment - Call centre layout of 9th Floor is not conducive to collaborative working with design teams. More breakout and flexible space needed.	Somewhat taken over by events in home working. This project is largely out of scope, but FutureMerton will feed into any new plans for Civic Centre reorganisation.	Carry forward
Roll out of Mobile Working for Streetworks and Highway Inspections.	Complete.	Close
Reorganisation of Streetworks Permitting team to merge permitting/inspection roles and revise work/inspection area patches from 3-4.	Complete.	Close
Review of organisation and ToR of Design Review Panel.	Scoped out but delayed due to Covid. Digitisation of DRP complete thanks to Zoom. Review to be re-booted with new Chairs.	Carry forward
Review of Project Programming processes for Traffic and Highways teams and integration with FMC contract. Review also includes public engagement process on Traffic Schemes.	Scoped out Nov 2020, but not concluded.	Carry forward

How will we get there?									
Try to limit this to no more than around 5-7 key objectives. This section should be reviewed if there are any significant changes in direction during the year. Changes can be noted along with the reasons for and implications of the change. When you review this, look for opportunities, insights, or risks that have emerged.									

Service Objective 1				Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions					
Climate Emergency and Climate Action Plan (Actions TBC Feb 2021)				Create a great place to grow up and live in					
				Build resilient communities					
				Maintain a clean and safe environment					

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Adopt Climate Change Action Plan	Adopted	Green	-	-	-	-	-	Annually	High
Number of publicly available Electric Vehicles Charging Points (cumulative)	71	Green	145	200	250	300	350	Annually	High
Increase Active Travel (TFL LIP)	-	Green	-	-	-	-	-	Annually	Low
Reduce LBM Operational emissions to Zero by 2030	-	Amber	-	-	-	-	-	Annually	High
Reduce Borough emissions to zero by 2050	-	Amber	-	-	-	-	-	Annually	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Climate Action Plan	https://www.merton.gov.uk/assets/Documents/Draft%20Climate%20Strategy%20and%20Action%20Plan%20-%20Council%20V2.pdf	*Apr-21*	*Apr-30*
Air Quality Action Plan	https://www.merton.gov.uk/communities-and-neighbourhoods/pollution/air-quality-and-air-pollution/local-air-quality-management	*Apr-20*	*Apr-23*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Resources and macro-economic issues to achieving carbon neutrality	*See climate Change Action Plan*

Impact on the customer/end user

Greener more sustainable environment and economy for Merton residents

Resident involvement in shaping / delivering actions

Partners / interdependencies

Cross Council and working with Mayor of London, TFL and Government

Service Objective 2				Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions					
Estate Regeneration programme (in partnership with Clarion Housing)				Bridge the gap and reduce inequalities					
				Create a great place to grow up and live in					
				Build resilient communities					

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
No LBM indicators - Clarion Housing Group (CHG) responsibility								Annually	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Reserved Matters Planning Apps	Progress phased planning applications as per planning performance agreements	*01-Apr-18*	*01-Apr-24*
CPO authority	Progress reports seeking use of CPO powers as per CHG project programmes	*01-Apr-21*	*01-Apr-24*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
CHG business plan	*Joint review of CHG business plan, financial status and programme*

Impact on the customer/end user

Working with CHG to improve housing conditions for existing residents and increase the supply of new housing in Merton.

Partners / interdependencies

Clarion Housing Group, LBM Housing Needs, Development Control (Planning.

Service Objective 3				Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions					
Merton's New Local Plan 2021				Statutory requirement					
				Create a great place to grow up and live in					
				Bridge the gap and reduce inequalities					

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Adopt Local Plan 2021	Consultation launched	Green	Adopt Local Plan	Annual Monitoring Report	Annual Monitoring Report	Annual Monitoring Report	Annual Monitoring Report	Annually	Low
New homes built annually	273	Red	411	918	918	918	918	Annually	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Consultation on Stage 3	Public consultation on draft Local Plan	*13-Nov-20*	*01-Feb-21*
Submission of Plan to Inspector	Plan submission to Secretary of State / Planning Inspector.	*Jul-21*	*Aug-21*
Public Enquiry	Plan examination in Public (dates set by Inspector TBC)	*Sep-21*	*Dec-21*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
National changes to planning policies requiring further re-draft of the Plan	*Representations to Gov on changes, watching brief*
Further delays to the London Plan adoption and housing target changes.	*Watching brief*
Further Changes to National Planning Policy, Permitted Developments	
Housing Target: barrier includes land availability and planning risk (higher density schemes)	*Local Plan policies, guidance and site allocations mitigate some risk, ultimately PAC decisions.*

Impact on the customer/end user

New Local Plan provides greater clarity on growth objectives, housing delivery and decision making on planning apps. (customer = developers / applicants).

Increasing housing supply offers more housing choice for residents. Supporting businesses through CIL investment benefits the local environment and amenity for residents.

Partners / interdependencies

Development Control (Planning) , Planning Inspectorate, Borough Plan Advisory Committee, Design Review Panel, Mayor of London.

Service Objective 4				Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions					
Morden Town Centre Regeneration				Create a great place to grow up and live in					
				Bridge the gap and reduce inequalities					
				Build resilient communities					

Performance Measures

Indicator	2019 / 20 Actual	RAG	_2020/21 Target_	_2021/22 Target_	_2022/23 Target_	_2023/24 Target_	_2024/25 Target_	Frequency	Polarity
Secure external investment	-	Red	-	-	-	-	-	Quarterly	Yes/No
Delivery of CIL improvement projects	0	Green	150,000	150,000	-	-	-	Annually	Low

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Strategic development framework	Morden masterplan / SDF as part of the new Local Plan	_Nov-20_	_Dec-21_
Secure external investment	Funding bids to external agencies to underpin the project delivery (de-risk)	_Nov-20_	_Jul-21_
Procure Development Partner	Joint procurement of a delivery partner with TFL	_Apr-21_	_Jul-22_

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Buy-in to local plan policies and scale of growth	_Engagement with residents and cross-party Morden Regen group_
Securing external funding to underpin the project and launch to market	_Joint LBM-TFL bids progressing with MHCLG_
Macro-economic factors affective development industry	_Soft market engagement and competitive dialogue with bidders_

Impact on the customer/end user

Regenerated Morden town centre will add vastly to the borough's housing stock, increase local tax base and provide a better town centre for residents.

Partners / interdependencies

Interdependencies: Transport for London, Mayor of London, MHCLG/Homes England.

Service Objective 5				Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions					
Highways maintenance and network co-ordination				Statutory requirement					
				Maintain a clean and safe environment					

Performance Measures

Indicator	_2019 / 20 Actual_	RAG	_2020/21 Target_	_2021/22 Target_	_2022/23 Target_	_2023/24 Target_	_2024/25 Target_	Frequency	Polarity
Average number of days taken to repair an out of light street light	1.16 days	Green	3 days	_3 days_	_3 days_	_3 days_	_3 days_	Quarterly	Low
Road emergency call outs (% attended to)	99.47%	Green	98%	_98%_	_98%_	_98%_	_98%_	Monthly	High
Carriage way condition - unclassified roads defectiveness condition indicator	83.90%	Green	75%	_75%_	_75%_	_75%_	_75%_	Annually	High
Footway condition (% not defective, unclassified road)	83.60%	Green	75%	_75%_	_75%_	_75%_	_75%_	Annually	High
Streetworks permitting determined	99.92%	Green	98%	_98%_	_98%_	_98%_	_98%_	Monthly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Footway & Carriageway Renewal	Capital Programme of planned maintenance	_01-Apr-21_	_01-Apr-22_
Reactive Maintenance	Street inspector and customer feedback - reactive repairs	_01-Apr-21_	_01-Apr-22_
Streetworks Permitting Team restructure	Reorganisation of Permitting and Streetwork Inspectors areas and duties	_Sep-20_	_Apr-21_

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Supply chain issues due to Brexit	_Monitoring via FMC monthly contract meetings_
Reductions in funding (DFT / TFL / LBM)	_Review of permit fees for utility / construction works_

Impact on the customer/end user

Highway, Footway maintenance, street lighting and winter maintenance ensures Merton's residents have a safe, well maintained and useable public highway.

Partners / interdependencies

FM Conway (Highway Services term contract) Utility Companies and developers permitted to work on LBM Highway.

Service Objective 6								Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions	
TFL Local Implementation Plan, Traffic, Road Safety and Active Travel								Statutory requirement	
								Maintain a clean and safe environment	
								Create a great place to grow up and live in	

Performance Measures

Indicator	*2019 / 20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
Low Traffic Neighbourhoods	-	Green	5	5	-	-	-	Annually	Low
School Streets	-	Green	26	0	-	-	-	Annually	High
Cycle Hangers	-	Green	10	10	-	-	-	Annually	Low

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
TFL Local Implementation Plan	https://www.merton.gov.uk/streets-parking-transport/lip3	01-Dec-20	01-Apr-21
Low Traffic Neighbourhoods	https://www.merton.gov.uk/streets-parking-transport/traffic-management/low-traffic-neighbourhoods	01/06/2020	31/12/2021
School Streets	https://www.merton.gov.uk/streets-parking-transport/traffic-management/school-streets-programme	01/06/2020	31/12/2021

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
TFL suspension and reinstatement of LIP due to Covid places greater pressure on delivery (Dec-April)	*Prioritising LIP spend over CIL projects that can carry on past April 2021*

Impact on the customer/end user

Road safety improvements, particularly in the vicinity of schools creates a safer healthier environment for all.

Partners / interdependencies

TFL, FM Conway.

Service Objective 7								Corporate Ambition link (select from drop down) - each objective should contribute to at least one of	
Economic Recovery and Business Support								Support our most vulnerable residents of all ages	
								Bridge the gap and reduce inequalities	
								Build resilient communities	

Performance Measures

Indicator	*2019 / 20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
Number of business premises improved	15	Green	10	10	10	0	0	Annually	High
High Streets Task Group and Recovery Plan	-	Amber			-	-	-	Quarterly	Select
Employment and Skills Partnership Activity	-	Amber		-	-	-	-	Quarterly	High
Knowledge Exchange Hubs	-	Green	1	1	0	0	0	Annually	Low

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Authority Monitoring Report	Annual report on Planning Policy, Housing and Economy	Oct-20	Apr-21
Business Premises Improved	CIL funded programme of parade improvements (CIL allocated to 2023)	Apr-20	Apr-23

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Housing Target: barrier includes land availability and planning risk (higher density schemes)	*Local Plan policies and site allocations mitigate some risk, ultimately PAC decisions.*
Employment and High Streets Recovery - too early to predict due to Covid	*Watching Brief and liaison with partners*

Impact on the customer/end user

Supporting jobs and economic recovery

Securing LEAP investment via SLP London Councils

Partners / interdependencies

London Councils, South London Partnership, Merton Partnership, BIDs, Chamber of Commerce, GLA, MHCLG, Scrutiny Task Group, Job Centre+

People
The team's staffing compliment is relatively stable reflecting the long-term nature of some of the team's projects. The team have adopted flexible working for both field workers (Highways) and office workers (now working at home). A phased return to the office in some format will need to be planned as some aspects of project collaboration, design functions and inter-team support with Development Control is better conducted in a face-to-face environment rather than 100% digital/remote. The team is likely to be under greater pressure to deliver homes and focus on greater design quality in planning applications. This requires more skills in Traffic Engineering, Transport Planning, Plan Making, Policy Development and Architecture and Urban Design that could be sourced in partnership with GLA Public Practice and funded through enhancements in the PreApp and PPA fee structures with Development Control. Major projects such as Morden Regeneration have been supported with existing staff respaces in the Local Plan team. As Morden Regeneration goes live, it will need a dedicated team and resource (business case to be developed).

Technology
Future Merton is a tech-savvy team with Mobile Working (Mayrise) embedded in Highways and recent improvements to software such as AutoCAD upgrades and Adobe Creative Cloud supporting greater design output for the team. There is a need for some laptop spec's to be improved to account for the increasing demand of these systems. The team regularly engages residents through consultations on Local Plan, Highways and Traffic schemes. Particularly in Traffic, the process is laborious, too email/letter based and we wish to explore systems that can fully digitise this element of our work. Systems exist such as Commonplace / SurveyMonkey/YourShout/Iceni type interfaces that are more engaging and provide stronger data analytics in the background. The Local Plan team also process a large number of data sets are port into the GLA on housing delivery. As 'Big-Data' across Planning in London grows, we may need support to allow/embed new web-based systems such as ViCity. With more people working at home, emails and attachments are increasing and fills up laptop memory quicker. Increased personal storage in Sharepoint is required.

Service improvement
For continuous improvement, the service would like to move forward in digitising how we engage/consult our residents on projects. Local Plan / Traffic / Regeneration schemes will require higher profile and more engaging web-presence. We'd also like to set up fully digitised online consultation process and portals for Traffic Schemes to minimise the amount of phone/letter/email/Member Enquiry/Complaints we receive. Member Enquiries are increasing as a result of residents and members engaging more digitally and via social media. Customer expectation on speed of response is misaligned with service standards and capacity to handle enquiries.

Financial Summary - FutureMerton							

£70k saving relating to highways advertising income comes into effect in 2021/22, whilst some work funded from earmarked reserves is due to complete over the next year or two. The section will continue to incur unbudgeted costs until at least 2021/22 in relation to the redevelopment of Bishopsford Bridge.

In addition, the 2019/20 reprocurement of the highways maintenance contract has led to a general increase in unit costs against an historically insufficient budget, which will continue to cause a budget pressure in future years despite management efforts to keep costs to a statutory minimum.

Covid-19 has severely impacted on the section's ability to generate income, whether that be from street furniture advertising or rental & lettings income. However, although it is currently impossible to predict the permanent impacts, no long term issues are expected.
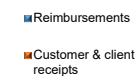
DEPARTMENTAL BUDGET AND RESOURCES

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Expenditure	15,175	15,562	14,589	(110)	15,126	15,134	15,192	15,251
Employees	3,127	3,082	2,858	(178)	3,298	3,255	3,261	3,268
Premises	1,188	1,273	896	80	903	916	929	942
Transport	59	47	61	(16)	51	52	53	54
Supplies & Services	2,594	2,778	2,588	44	2,405	2,437	2,470	2,503
3rd party payments	372	340	352	(40)	357	362	367	372
Transfer payments	0	0	0	0	0	0	0	0
Support services	1,093	1,300	1,092	0	1,231	1,231	1,231	1,231
Depreciation	6,742	6,742	6,742	0	6,881	6,881	6,881	6,881

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Income	3,651	3,834	2,778	375	3,198	3,198	3,198	3,198
Government grants	27	45	1	0	1	1	1	1
Reimbursements	1,482	1,498	813	100	1,140	1,140	1,140	1,140
Customer & client receipts	2,142	2,291	1,964	275	2,057	2,057	2,057	2,057
Recharges	0	0	0	0	0	0	0	0
Council Funded Net Budget	11,524	11,728	11,811	265	11,928	11,936	11,994	12,053

Capital Budget £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Highway Maintenance		4,475	7,433	0	7,589	4,390	4,390	4,390
Transport Improvement		1,641	561	0	200	0	0	0
Regeneration		451	4,326	0	4,252	2,208	2,252	0
	0	6,567	12,320	0	12,041	6,598	6,642	4,390

2020/21 Expenditure

Legend: Employees, Premises, Transport, Supplies & Services, 3rd party payments, Transfer payments, Support services, Depreciation

2020/21 Income

Legend: Government grants, Reimbursements, Customer & client receipts

Summary of major budget etc changes

2021/22

ENV1920-06 = (£70k) - Highways advertising income
ENV2021-01 = (£100k) - Street works income
Reserve = (£50k) - Morden Growth
Reserve = (£15k) - Custom Build Grant
Reserve = (£20k) - One Public Estate

2022/23

Reserve = (£50k) - One Public Estate

2023/24

2024/25

Service Plan for : Leisure & Culture Development Team		
Service Manager: Francis McParland	Cabinet Member:	Councillor Cooper-Marbiah

Overview of the service

Provide a brief overview of your service and the outcomes it seeks to provide for residents/service users, including any statutory duties that impacts on this

Main Activities:

The Leisure and Culture Team work to build and manage infrastructure and work in partnership with Service Providers to ensure that people can engage in healthy living and lifestyle changes through participation in sports, arts, cultural and physical activities and events. We lead and work with partners to increase the number, scope and quality of facilities, programmes, activities and events on offer.

Main Objectives:
- To develop solutions and implement plans to mitigate flood risk at Wimbledon Park Lake with Statutory Duty under Reservoir Safety Act
- To develop long term action plans for the delivery of the Wimbledon Park Master Plan
- To manage the Leisure Centres Contract; Wimbledon Theatre Lease; Strategic Arts Grants
- To deliver core service functionalities including operation of Watersports Centre with its Statutory Duty under the Outdoor Adventure and Licensing Act
- To deliver core service functionalities including the operation of Morden Assembly Hall, etc.
- To commission culture, arts & sports services where funding allows or with external funding
- To deliver Merton's contribution to Ride London, Mini Marathon, Commemorative and Celebratory Events, etc.

Outcomes for residents / service users:
- Opportunities for improved physical and mental health and well-being
Contributing to creating a great place in which to grow up and live
- Working to bridge the health and participation gap and reduce inequalities

Merton's ambitions

It is important that the activity in your service plan has a clear link to helping achieve the council's overall ambitions. Please consider these ambitions when developing your plan and ensure that activity and projects are matched against them:

Support our most vulnerable residents of all ages

Maintain a clean and safe environment

Create a great place to grow up and live in

Build resilient communities

Bridge the gap and reduce inequalities

Continuously improve

What do we need to do?

In developing your plan it is important to understand the wider context in which the service and the council operates. Please refer to Merton Data as a tool to help you understand the present and future demands on your service and the views and needs of its customers. This should be combine d with local intelligence held by your service.

Merton Data | The Merton Story

Customer Insight	Data and intelligence	National / Regional policy implications	Working to be London's Best Council
Participation in Sport The Sport England Active Survey 2017/8 shows that in Merton 40.3% of people 16+ participate in sport at least once a day, this compares favourably with London at 37.8% and England at 36.1%. The gender split in Merton is 42.6% male and 34.6% female. **Physical Activity** Active Residents in Merton: 58.7% - compared to London average: 57.8% and England average: 57%. Inactive Residents in Merton: 28% - compared to London average: 28.1% and England average: 28.7%. **Sports Provision** 84% of sports facilities in Merton are publicly accessible compared with London average: 57.6% and England average: 62.1%. Of this in Merton, 38% of sports facilities are owned by the authority. **The Annual Residents Survey** shows that: 70.2% of Merton residents are very / fairly satisfied with the local sports provision 66.1% of adults want to do more sport 41.8% of active adults want to do more sport. 27.8% of inactive adults want to do more sport. **Provision of a Universal Service:** Our services are available for all of the population. We keep a strategic overview of culture and sport to ensure that a range of activities, events, facilities and services exist to meet residents' needs and to maintain engagement in commemorative and special events where prudent and appropriate to do. We supplement this approach with an emphasis on two distinct strands of delivery: • Commercial strand – primarily focussing on the more affluent west as well as extending beyond the borough boundaries in the north and west. Expanding the range and number of our business partners, culture, leisure and sports providers providing products and services to generate surpluses including at the Watersports Centre where we are looking to generate income from both Merton and surrounding boroughs for anybody eligible to come along. Current COVID-19 adaptions to age range will be reviewed, hoping to return to age 8 years and above for some products from Easter 2021 • Community strand – primarily focussing on the east of the borough working to attract inward investment, external funding and then commissioning services to provide culture, leisure and sport benefits.	Merton Statistics (source: https://data.merton.gov.uk/population/): Merton has a current population of 211,787, with an approximate 50/50 gender split. By 2030 the population is predicted to be 224,502 again with an approximate 50/50 gender split. In 2020 the proportion of the Merton population from a Black, Asian & Minority Ethnic (BAME) background 36.9% compared to a London Average of 43.5%. The employment rate for Merton residents aged 16-64 is 81% compared to a London Average of 75.5% and an England average of 76.5%. The proportion of the Merton population with a registered disability is 11.7% (source Merton Hub) compared to a London Average of 17.2% and an England average of 21%. Self-reported health: The proportion of people in Merton who say their health is fair to very good is 96.1% compared to a London Average of 95% and an England average of 94.5%. Health outcomes for people in Merton are generally better than those in London and largely in line with or above the rest of England. The predicted increased population will put considerable pressure the borough's leisure and cultural facilities, playing pitches and open spaces as well as the community needs, facility types and provisions changing with the times / fads. In Merton overall life expectancy at birth is longer than the England average, but there is a difference between the most and least deprived areas within the borough. In general the East of the borough is younger, household incomes and economic activity are lower, people are ethnically more diverse and with relatively lower levels of education outcomes than the West. In addition, there is poor transport access and limited cultural activity. In the East of the borough, film and music are the most requested / popular activities, yet Mitcham and Morden residents are less engaged. Insight tools, provide us with greater detail as to the likely culture and sporting needs of our residents. These findings are combined with annual residents' survey views, customer feedback, JSNA and local knowledge to inform service needs. These tools are used to underpin the planning and delivery of strategic developments ensuring that at the time of implementation all community cultural, sporting and leisure needs are included. Merton has a younger population than the England average. This historical increase in births in Merton, together with other demographic factors such as migration of families into the borough, has already created the need for more services for children and young people. The Watersports Centre continues to review and develop its offer to ensure an improved range / variety of programmes and sessions to appeal to all user groups.	The only current statutory obligation is to run the Watersports centre under the Outdoor Activity and Licencing Act. Our services have been heavily affected by the Covid-19 pandemic and the varying Government Guidelines that have been published at different stages of the pandemic. Our services and Leisure Service Providers have responded well to the imposed changes to ways of operating. This has been reflected in the customer confidence in using our facilities with attendance increasing on a weekly basis. Our Leisure Service Providers have operated within the guidelines and have worked to keep Leisure Centres Open where allowed and we continue to communicate with them regarding Government guidance and service provision. Smaller group sizes and new ways of operating to ensure social distancing and deep cleansing of equipment, which is enforceable by law has affected the types of sessions available at the Watersports Centre and reduced the number of people able to attend the Centre. The Team have worked to develop new services and courses within the new guidelines which has allowed activity to continue whilst still allowing the staff sufficient time off to achieve a work / life balance. Theatres have been heavily affected by the pandemic and we have kept in touch with them throughout, including supporting volunteer activity. Our Leisure and Culture provision has a vital role to play in tackling rising levels of obesity, inactivity and mental health issues.	We constantly review our services to ensure we are improving and meeting the council's strategic targets. The core staff team are responsible for strategic planning; major leisure projects; client-side management, performance monitoring; understanding public needs; contracting; commissioning; service agreements; compliance with public duties; generating income and reducing expenditure. Covid-19 had a huge impact on the services we provide. All services had to close during lockdown and this has had a significant impact on income. All with the exception of Morden Assembly Hall are now operating and recovering the business position. MAH was used as the distribution hub for Operation Shield, the team both managed and worked in the hub for the duration of the 1st lockdown. Theatres also remain closed. Business Continuity and Business Recovery plans are updated regularly and we and our contractors (GLL) are able to react to changing scenarios very quickly, including close-down if required. We will continue to work flexibly, including working from home, using technology wherever possible. We focus on resident and customer needs, whilst driving down costs at the same time as generating as much income as possible. We will be increasing our partnership working with Service Providers and other stakeholders, strengthening partnerships that already exist and creating new ones to maximise the impacts and outcomes for our residents and customers, ensuring that they get the best access possible through professional and efficient interactions with all staff that represent and are responsible for our service delivery. The Watersports Centre will continue to work with our partners to offer much more tailored products, programmes and courses, generate income and still engage directly with our clients through social media.

Where are we now?		
Objectives from the last service plan refresh:	**Progress made against objectives:**	**Close / carry forward?**
Develop solutions and implement plans to mitigate flood risk at Wimbledon Park Lake	All consultant posts procured. Main Design and Build contractor procured. Council-wide Officer Advisory Group in place with fortnightly meetings. All surveys and studies completed. Design solution is underway.	Carry forward
Develop plans for the delivery of the Wimbledon Park Master Plan	Work concentrated on Flood Risk and developing working group and Memorandum of Understanding with adjacent landowners so that the whole park can be developed in partnership. Registered whole park with Heritage Lottery Fund and attended workshop on Major Funding Applications.	Carry forward
Deliver final elements of the London Borough of Culture plans in partnership with the Culture Advisory Group	Film screenings by the community, for the community - 10 seasons of films and 99 film screenings in pop up locations all over the borough. Over 30 individuals were involved in selecting the films and designing the seasons – all of whom received support and mentoring over the course of the year. Merton itself starred in four short films, specially funded to showcase the talents of local emerging, as well as more established directors. March 2020 saw Mitcham's very first Virtual Reality (VR) Festival - All the Fun of the Fair – a highlight of the festival – was a newly built interactive app that used the latest augmented reality technology to animate old photographs of Mitcham Fair against an atmospheric soundtrack.	Close
Manage the Leisure Centres Contract; Wimbledon Theatre Lease; Polka and Attic Theatre's Grants	Leisure Centres Contract - centres performing well until March 2020 when Covid-19 hit. On 20 March 2020 centres closed.\n\nPolka Theatre capital works going well and theatre should have a delayed reopening in Spring 2021, meanwhile arranged sharing with New Wimbledon Theatre until 31 Dec 2020.\n\nNew Wimbledon Theatre - the year went well with the traditional Mayor's Charity Pantomime and the theatre supported the Mayor's Office across her other events where possible.\n\nAttic Theatre - another successful year bringing in significant match funding to deliver works across the borough, primarily in the east of the borough.	Carry forward
Commission culture, arts and sports services where funding allows or with external funding	Commissioned consultants and contractors to deliver works funded through the LB of Culture and through the associated CIL funding including funding for past events such as a Radio Local event in Mitcham and a company to build a creative Industry's network in the borough linked to Future Merton's Economic Development Team.	Carry forward
Deliver core service functionalities including operation of Watersports Centre, Morden Assembly Hall, etc.	Watersports Centre delivered a very good year in 2019-20 and has done well to operate in a Covid secure way since June 2020. Morden Assembly Hall did not perform well in 2019-20 and at the tail end of that year was utilised as a food storage and distribution centre for people having to shield due to Covid-19. The hall is too small to reopen in a Covid secure way, but refurbishment of the facility has been completed while the Hall is unable to re-open, ensuring that the facility is better able to serve the community when it is open.	Carry forward
Deliver Merton's contribution to Ride London, Mini Marathon, VE day celebrations, etc.	Ride London, Mini Marathon, VE and VJ day not delivered in 2020 due to Covid-19. The Leisure and Culture Team provided VE and VJ day public information on how they could commemorate and celebrate via the council's comms team.	Carry forward

How will we get there?
Try to limit this to no more than around 5-7 key objectives. This section should be reviewed if there are any significant changes in direction during the year. Changes can be noted along with the reasons for and implications of the change. When you review this, look for opportunities, insights, or risks that have emerged.

Service Objective 1 | **Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions**

Manage the Leisure Management Contract for the borough's three leisure centres | Create a great place to grow up and live in

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
14 - 25 year old fitness participation at leisure centres	84,975	Red	106,120	86,675	89,275	91,954	95,632	Monthly	High
Total number of users of Merton's Leisure Centres	1,029,183	Red	1,102,026	850,00	892,500	937,125	983,981	Monthly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Facilities Fit for purpose	Capital investment made in the infrastructure of the building and plant	01-Apr-21	Ongoing
Financial Management	Monitor the financial performance with a view to the operators repaying grants from Covid-19	01-Apr-21	Ongoing
Users / Targeted Interventions	Local people access the facilities included some targeted interventions where this is required	01-Apr-21	Ongoing

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Finances	Seek out alternative sources of funding, grants etc.
Users expectations versus possibilities	Understand users expectations and ensure that where possible and appropriate these can be met
Lack of facilities at times users might want	Review programming to see if changes can be made

Impact on the customer/end user

Customers may not always get the outcome they would wish for as it might not be appropriate for some of the other users and/or the business

Partners / interdependencies

Operators and other agencies working to deliver their service outcomes through our Leisure Centres e.g. schools for school swimming lessons; public health for health and well-being programmes. The epidemic has highlighted the need to be healthy and opportunities will arise from this.
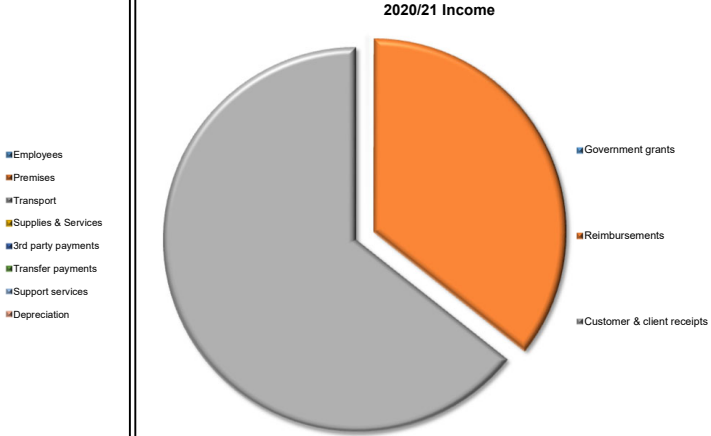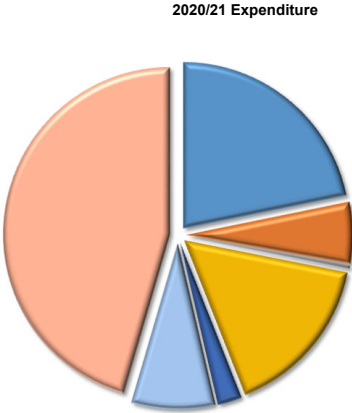
Service Objective 2 | **Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions**

Deliver a range of water sports activities and outdoor educational events in accordance with the Outdoor Adventure and Licensing Act and operate the Morden Assembly for financial | Create a great place to grow up and live in / Statutory requirement

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Income from Watersports Centre (£)	404,949	Green	385,000	385,000	385,000	385,000	385,000	Monthly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Staffing	Recruit temporary contract staff and refresh the casual staff pool	Oct-20	Feb-21
Programmes & Products	Establish products and programmes for the new season	Oct-20	Jan-21
Equipment & resources	Procure new & repair existing equipment & resources for the new season	Oct-20	Mar-21

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Insufficient qualified staff applying to work	Recruit as highly qualified as possible and mentor or consider increasing pay to get qualified staff
Programmes & products do not sell well	Review programmes and products and redevelop into more saleable services / products
Delay in equipment arriving to site	Adjust programmes and products on offer so services can be run with existing equipment. Chase supplier for delivery.

Impact on the customer/end user

Users may not get the activity delivered in quite the manner it was anticipated but a service will still be provided at an appropriate cost and quality.

Partners / interdependencies

Human Resources - for recruitment of staff and finance for signing off budget and resources. Procurement - purchasing of equipment and goods. IT - for the CRM support for putting all the products on the CRM system and making sure it works efficiently and effectively throughout the year.

Service Objective 3 | **Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions**

Develop solutions and implement plans to mitigate flood risk at Wimbledon Park Lake | Statutory requirement / Maintain a clean and safe environment

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
n/a									

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Planning Approval	Develop compliant, affordable design within budget that gains a planning approval	Nov-20	Jun-21
Build Solution before Jan 2022	Statutory Duty is that this Reservoir Safety compliance must be in place by 31 Jan 2022	Jun-21	Feb-22
Deliver in Budget	Capital Budget of £1.39m set aside by LBM	Mar-18	Feb-23

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Scope creep by project team as opportunities arise that are originally out of scope	Opportunities register established as well as a Potential Issues register so that what is in and out of scope is clearly documented and understood.
Objections at planning stage making planning approval more difficult to achieve or costly	Taking account of risk, opportunities and potential issues register; consulting with planning and all advisors as well as key stakeholders once initial design is in place
Competing factors that delay timetable for build out - planning, weather, ecological, etc.	Planning to develop a design that can be built out in stages so that the building works can commence as early as possible allowing the greatest possible time for the build and to overcome any issues that might arise

Impact on the customer/end user

This flood attenuation scheme seeks to retain water in the lake and the park, rather than causing risk to flooding and risks to life and structures downstream of the lake. The benefits would be to those users downstream in the event of a flooding incident.

Partners / interdependencies

This project has a council-wide officer group with representatives from Finance, Legal, Planning, Procurement, Greenspaces, Future Merton, Insurance, etc. The Future Merton team's Flood Management Officers are jointly leading on this project with all the technical expertise. External partners are also engaged from landowners, Thames Water, Environment Agency, Historic England, LB Wandsworth, etc.

Service Objective 4							Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions	

Manage the Wimbledon Theatre Lease; Polka and Attic Theatre's Grants; Commission culture, arts and sports services where funding allows or with external funding

Create a great place to grow up and live in
Bridge the gap and reduce inequalities

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Total number of users of Polka Theatre	21,624	Green	22,164	22,718	23,286	23,868	24,465	Quarterly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Receive and agree annual plans	Monitoring meeting to review and discuss	Apr-21	Jun-21
Monitoring and payment of funds	Monitoring meeting to review and discuss followed by processes to pay funds	Apr-21	Mar-22
Receipt of reports	Monitoring meeting to review and discuss followed by processes to pay funds	Jun-21	Apr-22

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Timeliness from both parties	Set dates and timelines early in the year

Impact on the customer/end user

The customer will benefit from our partnership working.

Partners / interdependencies

Property Team are involved in the Wimbledon Theatre Lease. Other departments including CSF and C&H are able to offer benefits to some of their clientele through these arrangements and partnerships that this team works with.

Service Objective 5							Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions	

Deliver Merton's contribution to Ride London, AELTC Tennis Championships - Staff Tennis Draw; London Mini Marathon, Commemorative Celebrations and Jubilees, etc.

Create a great place to grow up and live in

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
n/a									

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Annual Calendar- Resource Implications	Establish annual calendar and the likely resources - people and money - needed to deliver	Feb-21	Mar-22
Action Plans	Establish Action Plans and Action Teams to deliver as necessary	asap once activity is known	once activity completes

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Not a priority to other key people	Seek alternative solutions or address the priority levels
No finances available	Seek alternative funding or scope activities to fit within available funds

Impact on the customer/end user

The end users in these activities and events ordinarily get as much out of the activity as they are prepared to put in. Some will find these activities rewarding, whilst others will not.

Partners / interdependencies

Cross-council officer working groups are established as and when required to deliver activities and events. Groups with external partners are also used as and when needed. Other council departments and teams are called on to support these activities. Particularly the Mayor's Office and often Highways, Waste Services and Parking Services, etc.

Service Objective 6							Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions	

Develop plans for the delivery of the Wimbledon Park Master Plan

Create a great place to grow up and live in

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Action Plan	Create action plan, prioritise and consult and finalise for approval	Jun-21	Dec-21
Financial Plan	Create financial plan with proposed funding sources and timescales for applications	Dec-21	Mar-22

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Competing demands and priorities	Ensure everybody is able to express their response and ensure they understand how priorities and demands will be ranked from the outset. The Master Plan is already agreed and in place to set that
Finances not readily forthcoming from potential sources	Refresh the priorities to align with available funding and seek out funding specifically for the early priorities ensuring a planned and phased approach to implementation.

Impact on the customer/end user

Some customers and users will welcome the changes and delivery of the Master Plan, whilst others will not want the changes - all views will need to be fully considered in the process.

Partners / interdependencies

Customer Contact Centre and the Communications Team will be key in the consultation phases. The Greenspaces Team as the responsible team for the wider park and all that is delivered within the park, except for the Watersports Centre. The Watersports Centre staff. Wider external partners and neighbouring land owners.

People

The Public Space Division is undergoing a transformational change across all areas and will be underpinned by a divisional restructure. Our staff are our greatest asset and will need to adapt and grow to new ways of working.

The focus of this is to ensure that we build greater resilience and flexibility in the service, along with identifying any skills gaps which may be identified and relevant training and development support provided to staff and Teams where appropriate. Both in house (where possible) and external training accessed (where required).

HR support required for:
• Recruitment, annual 8 month contracts etc.
• Itrent paying casual staff
• Annual pay uplift and correct formula in pay claim forms for casual staff
• New staff to receive sufficient training and support for council specific courses and support for non-council training where identified for the needs of the business or employee

Facilities support and partnership working will be required for:
• The building needs e.g. weekly water testing, utilities issues, building/capital improvements across our portfolio
• Training for all staff for NGB qualifications to do their jobs and other identified needs e.g. from health and safety audits/inspections such as fire, legionella courses etc.

Finance and Procurement support required for and including project management tools:
• Procurement and access for project docs. outside the organisation

Finance support require for:
• Using E5 and other financial processes

Technology

The CRM system has limited capability and the Team have reported malfunctions such as over-booking and issues with age checks.

The process of the creation and addition of new courses is slowed down due to the time taken to upload these onto the CRM.

It is highly likely that working from home will become a much larger feature of working for London Borough of Merton. While much has been done to ensure IT accessibility for staff, if members of the Leisure and Culture Team are to continue to work remotely, it is likely that additional IT equipment such as updated / working laptops, additional screens and lap top stands / docking stations will be required to ensure the Health and wellbeing of staff working from home.

Training on the full capabilities of the current systems and any new systems will be required to ensure the efficacy of the Team.
IT support required for:

• CRM system - malfunctions such as over booking, age checking etc.
• CRM system - duplication of course information to speed up creating new courses
• Working laptops for all full time staff and any other contracted staff as identified.
• Access to and training on council systems such as E5, procurement protocols, SharePoint, ATS recruitment, DBS, etc.
• Support for staff working from home or non- council buildings

Service improvement

Service improvement will come from first of all the restructure. The restructure will provide a business and development function which will aid in customer service, reporting, documenting and project management functions which will increase efficiency and efficacy of the service. Use of Business intelligence and development of team Project Management skills will enable the service to improve.

Covid-19 has severely impacted on the section's budgeted income expectations, namely Morden Assembly Hall, the Watersports Centre and the guaranteed income from leisure centres. However, although it is too early to predict any permanent impacts, no long term issues are currently expected.

No significant changes currently built into the MTFS.

DEPARTMENTAL BUDGET AND RESOURCES

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Expenditure	**2,002**	**1,895**	**2,076**	**(264)**	**2,155**	**2,164**	**2,175**	**2,183**
Employees	527	529	716	(98)	728	728	729	729
Premises	435	374	442	(122)	448	454	461	467
Transport	5	5	5	(1)	5	5	5	5
Supplies & Services	321	283	188	(43)	191	194	197	199
3rd party payments	0	2	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0	0
Support services	159	147	170	0	167	167	167	167
Depreciation	555	555	555	0	616	616	616	616

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Income	**1,352**	**1,592**	**1,439**	**948**	**1,439**	**1,439**	**1,439**	**1,439**
Government grants	0	0	0	0	0	0	0	0
Reimbursements	119	120	176	1	176	176	176	176
Customer & client receipts	1,233	1,472	1,263	947	1,263	1,263	1,263	1,263
Recharges								
Reserves								
Capital Funded								
Council Funded Net Budget	**650**	**303**	**637**	**684**	**716**	**725**	**736**	**744**

Capital Budget £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Morden Leisure Centre		301	55	0	0	0	0	0
Wimbledon Park Reservoir Safety		50	180	0	1,157	0	0	0
Other		436	219	0	410	250	250	250
	0	**787**	**454**	**0**	**1,567**	**250**	**250**	**250**

2020/21 Expenditure

- Employees
- Premises
- Transport
- Supplies & Services
- 3rd party payments
- Transfer Payments
- Support services
- Depreciation

2020/21 Income

- Reimbursements
- Customer & client receipts
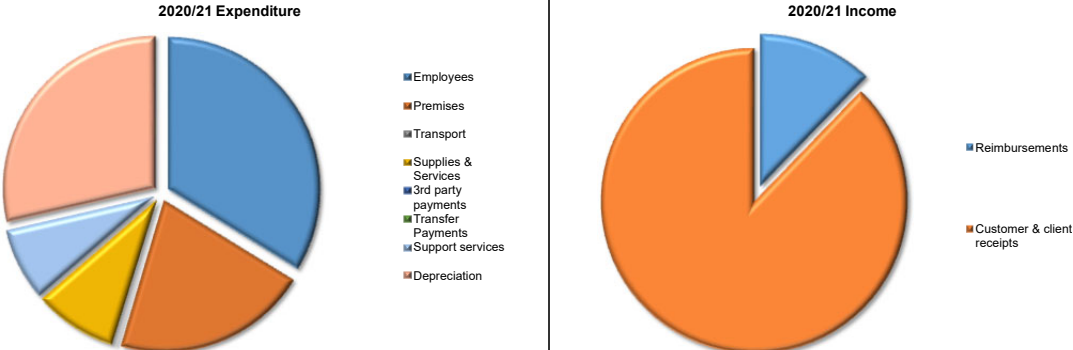
Summary of major budget etc. changes

2021/22

No significant changes.

2022/23

No significant changes.

2023/24

No significant changes.

2024/25

No significant changes.

Overview of the service

Provide a brief overview of your service and the outcomes it seeks to provide for residents/service users, including any statutory duties that impacts on this

The section is responsible for:
• Implementing and manage a parking and permit charging structure that meets policy objectives. To ensure all parking facilities including 14 car parks within the borough along with the management of 400+ P&D machines, and payment solutions are working well and are easy to use by our customer. To manage cash collections and reconciliation and the management of cashless parking and IT systems to deliver the charging structure (Service objective 2).

• Enforce parking regulations across the borough including Controlled Parking Zones and bus lanes and moving traffic contraventions. and school street (Service objective 3).

• Management of all appeals to Parking Charge Notices (PCN)s issued and the processing of all Parking Permits including responsibility policies and processes to deliver the service (Service objective 3).

Desired outcomes and objectives
• Effective management and monitoring of an Emission Based Charging structure to contribute to key council objectives such as Public Health, Air Quality, Mayor's Transport Strategy and the Local Implementation Plan. To provide parking facilities and payment solutions which are working well and are easy to use by our customers (Service objective 2).

• To have an effective enforce policy and practices to manage the boroughs parking and moving traffic contraventions, through the use of Civil Enforcement Officer and ANPR, contributing to improve road safety and contributing to the traffic management objectives of the council (Service objective 3).

• To provide an excellent customer service in the management of Permit processing, PCN appeals and associated email and phone communications (Service objective 4).

Merton's ambitons

It is important that the activity in your service plan has a clear link to helping achieve the council's overall ambitions. Please consider these ambitions when developing your plan and ensure that activity and projects are matched against them:

Support our most vulnerable residents of all ages

Maintain a clean and safe environment

Create a great place to grow up and live in

Build resilient communities

Bridge the gap and reduce inequalities

Continuously improve

What do we need to do?

In developing your plan it is important to understand the wider context in which the service and the council operates. Please refer to Merton Data as a tool to help you under

Merton Data   The Merton Story

Customer Insight	Data and intelligence	National / Regional policy implications	Working to be London's Best Council
Emission based charging effects all customers and many residents. The proposed changes were consulted on during 2020 and findings have been put before committee. An EA has been completed to address proposed changes.

The service has a high number of transactions and interactions with with customers and service users, with feedback and comments feeding into future processes. Circa 150,000 PCNs are issued, CEO commutate with thousands more on a day to day basis, 40,000 post PCN communications (appeals) are received where customers often offer opinion or feedback on the service. A new permit system was recently introduced and issues raised during that period will feed into future improvements. | Merton has a population of 211,787 By 2030 the population is predicted to be 224,502 with car use continuing to increase.

Changes in charges and EBC will have a direct effect on customer/driver behaviour, and effect will be monitors and action taken to address poor Air Quality, Climate Change and public Health and data and intelligence comes from these and transport related areas.

Covid has had a large effect on the service, with reduced car parking, but high number of PCNs being issued. ANPR also has a downward effect. Forward projections remain under review.

Parking is part of a wider traffic management agenda as set out in the LIP 3. Parking Trend data incusing Permit sales will feed into the ambitions of the LIP 3 agenda. | Parking Enforcement and associated appeal process is regulated under the Traffic Management Act 2004. The Government's green agenda may have effect on Emission Based Charging (EBC) a local level. TfL funding for School Streets and associated sustainable transport policy may effect service proving and EBC model. | With the growing financial pressures placed on Local Authorities the one thing that will remain constant will be the need to change. We will need to look across all services and identify new initiative ways of working and redesign services with the residents at the heart of the design process. This can be achieved through our vision and values in which we will build with our residents and partners, a sustainable community, dynamically positioning the directorate within the different communities to understand their needs and support them from an informed position. A greater sense of inclusiveness and belong, building a larger cohort of engaged employees and residents.

Engaging and energising local communities will be indispensable when it comes to developing a sense of ownership in local decision-making and service delivery. Standards will have been maintained / improved through peer pressure and engagement from residents rather than through micro management of functions provide by the authority.

In order to achieve our vision, our relationship with our residents and partners will be tested. We currently operate within a parent child relationship with our residents in which the authority takes the lead role in providing all required services. Moving forward this relationship will change. Residents engage with what they feel part of and value what they help to build. We have a proven track record of implementing change at a strategic level and at a structural level (organisational) including process/ operational change.

The challenge now for the team will be to understand the impact at a cultural level (personal change) we have historically focused on supporting individuals through the change process and outplacement support when people have been required to leave the organisation. Moving forward we all have choices and for those that select to be part of this journey need to understand the challenges that we face and the high expectations required at both a team and individual level. As the directorate continues to shrink our human resource become a high valuable asset to manage. We will need to move away from a command and control style of management and structures and move towards a transformational style of leadership that empowers proactive teams. |

Where are we now?		
Objectives from the last service plan refresh	**Progress made against objectives:**	**Close / carry forward?**
Implement new Parking Charges Notice (PCN) system	Delivered.	Close
Implement new Permit system	Delivered.	Close
Implement new parking charges	Delivered.	Close
Review diesel levy and consult on emission based charging	Consultation complete, approval process to be undertaken in Dec 20 & Jan 21, for possible implementation during 2021. Including new P&D machine provision.	Carry forward

Try to limit this to no more than around 5-7 key objectives. This section should be reviewed if there are any significant changes in direction during the year. Changes can be noted along with the reasons for and implications of the change. When you review this, look for opportunities, insights, or risks that have emerged.

Service Objective 1	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Performance Measures	Continuously improve

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
% of Permits applied/processed online	77.08%	Green	55%	80%	85%	90%	95%	Monthly	High
% of PCN Appeals received online	61.92%	Green	55%	65%	70%	75%	80%	Monthly	High
Blue Badge Inspections (cumulative annual figure)	81	Red	100	120	140	160	180	Monthly	High
Total cashless usage against cash payments at machines.	58.12%	Red	60%	70%	75%	77%	80%	Monthly	High
Percentage of cases 'heard ' and won at ETA	76.08%	Green	73%	75%	77%	79%	80%	Quarterly	High
Sickness - No. days per FTE (12 month rolling average).	21.77	Red	8	8	8	8	8	Monthly	Low

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	% of Permits applied/processed online -To continue to provide and offer service that make the online option easy and convenient to customers. To work with software suppliers ensuring latest technologies are in place. To offer assistance support and access to technologies through customer contact and access through libraries and other outlets.	2020	ongoing
Project / activity 2	% of PCN Appeals received online -To continue to provide and offer service that make the online option easy and convenient to customers. To work with software suppliers ensuring latest technologies are in place. To offer assistance support and access to technologies through customer contact and access through libraries and other outlets.	2020	ongoing
Project / activity 3	Blue Badge Inspections (cumulative annual figure) - To continue with customer engagement on street by CEO checking badges being used. To take legal action against individuals misusing badges and take other actions to reduce misuse through signs and social media.	2020	ongoing
Project / activity 4	Percentage of cases 'heard ' and won at ETA - Continue to monitor outcomes and reasons for decisions made by adjudicators. To feed results back into the PCN issue and appeal process.	2021	ongoing

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
% of Permits applied/processed online -(Project / activity 1)	To work with software suppliers ensuring latest technologies are in place. To offer assistance support and access to technologies through customer contact and access through libraries and other outlets.
% of PCN Appeals received online - (Project / activity 2)	As above

Impact on the customer/end user

Please highlight the anticipated impact on the customer/end user of carrying out the activity in your service plan.

Partners / interdependencies

Highlight any interdependencies where other council services or partner organisations are linked to the delivery of this objective. If referring to another council service, please include the name of the team and department.

Service Objective 2	Corporate Ambition link (select from drop down) - each objective should contribute to at leas
To contribute to key council objectives such as Public Health, Air Quality, Mayor's	Statutory requirement
	Create a great place to grow up and live in
	Maintain a clean and safe environment

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	Frequency	Polarity
n/a								

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Emission Based Charging - To implement and manage an Emission Based Charging structure to contribute to key council objectives such as Public Health, Air Quality, Mayor's Transport Strategy and the Local Implementation Plan. To ensure our parking facilities and payment solutions are working well and are easy to use by our customers.	Dec-20	Sep-21
Project / activity 2	Emission Based Charging - Consult and present report for scrutiny.	Dec-20	Sep-21
Project / activity 3	Emission Based Charging - Implement new charges & comms.	Dec-20	Sep-21
Project / activity 4	Emission Based Charging - Implement infrastructure to facilitate EBC including a review of Pay and Display machines, and cashless options.	Dec-20	Sep-21
Project / activity 5	Emission Based Charging - Work with IT suppliers to deliver project. Including upgrades or reconfiguration of the system To also include enhancements to system and processes to ensure the best customer experience possible.	Dec-20	Sep-21
Project / activity 6	Emission Based Charging - Customer engagement to develop services.	Dec-20	Sep-21
Project / activity 7	Anti-Idling - Review enforcement possibilities for anti-idling at school and other key locations.	Dec-20	Sep-21
Project / activity 8	Air Quality Zone - Consider enforcement requirements for any future air quality zone.	Dec-21	Sep-22

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Emission Based Charging - Proposals rejected by Cabinet	*Evidenced based report to support proposals*
Emission Based Charging - Funding for new machines	*Capital funding approved.*
Anti-Idling - Regulations to enforce currently limited.	*Lobby government for more powers (via Air Quality team).*
Anti-Idling - Resources to enforce.	*Review funding/grants from TfL.*

Impact on the customer/end user

Improved air quality, contribution to climate change, better public health. Cashless parking will have a direct effect.

Partners / interdependencies

Air Quality Team, Public Health, Future Merton (Transport).

352

Service Objective 3							Corporate Ambition link (select from drop down) - each objective should contribute to at leas	
To enforce the boroughs parking and moving traffic contraventions through Civil Enforcement officers and ANPR to improve road safety and contribute to the traffic management objectives of the council.							Statutory requirement	
							Create a great place to grow up and live in	
							Maintain a clean and safe environment	

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	Frequency	Polarity
PI % of ANPR cameras remain working	97%	NEW	97%	98%	99%	99.50%	Monthly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Ensure procurement of CCTV and ANPR meets the needs of the service	Nov-20	Apr-21
Project / activity 2	Review existing enforcement locations and activity.	Nov-20	Apr-21
Project / activity 3	School Streets - Exemption policy to be agreed and process to be implemented.	Dec-20	Apr-21
Project / activity 4	Staffing requirement to deliver increased workload.	Jan-21	May-21
Project / activity 5	Review exiting polices of various types of moving traffic infringement, i.e., weight restrictions and clean air zones.	Jan-21	May-21

Potential barriers to achieving objective

	Mitigating Actions

Impact on the customer/end user

Improved air quality, contribution to climate change, better public health.

Partners / interdependencies

Air Quality Team, Public Health, Future Merton (Transport).

Service Objective 4							Corporate Ambition link (select from drop down) - each objective should contribute to at leas	
To provide an excellent customer service in the management of Permit processing, PCN appeals and associated email and phone communications.							Continuously improve	
							Support our most vulnerable residents of all ages	
							Statutory requirement	

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	Frequency	Polarity
n/a								

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	To continue to improve services to meet and deliver on customer expectations.	2021	2022
Project / activity 2	Review current levels of satisfaction and undertake a structured assessment of themes and issuing arising, taking corrective action were possible.	2021	2022
Project / activity 3	To engage with customer, service users and stakeholders in developing technologies and solutions including additional online services, to make services and information more accessible and meet the needs of customers.	2021	2022
Project / activity 4	Develop a framework Equalities engagement.	2021	2022
Project / activity 5	PCN, Permits, technologies are required to provide an effective service. Recent upgrades and new systems have been implemented and the service will aim to develop these further to meet the customer expectations.	2021	2022
Project / activity 6	Review of Parking Policies to ensure service is delivering the requirements of the service and to facilitate customers' requirements.	2021	2022

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Statutory/regulated process	To innovate within existing regulation.

Impact on the customer/end user

Improved customer experience.

Partners / interdependencies

Air Quality Team, Public Health, Future Merton (Transport).

People
1. Home working is fully functional. Potential increase in workload during 2021/22 (School Streets) may result in additional staff to process cases and deal with PCN appeals. 2 . Ensuring access to training, coaching and mentoring to further develop staff skills in project management, management of grant funding,   developing partnership strategies and action plans to deliver new projects. 3. Staff learning and development plans will consider areas for improving the use of IT platforms such as teams, zoom and other platforms that enable collaborative working, interactive community engagement and consultation.

Technology
1. Increased use of ANPR tech to enforce school streets 2. New Body Worn Video to be implemented which will support H&S requirements 3. New Radio Solution to be purchased and implemented for H&S 4. Develop the use of GIS for data analysis.

Service improvement
1. PCN Appeal process and debt collection. Consider how to improve response time to appeals received, through staff resources and use of IT systems. 2. Develop a policy/process framework to ensure customers have good commination and access to information and services particularly in respect of PCN appeals and Permit enquiries.

Financial Summary - Parking Services

The application to change Merton's PCN charge band, from band B to band A, has been submitted to and approved by London Councils. It is in the process of seeking approval from the Secretary of State. Assuming the application is approved, implementation is expected in April 2021 at the earliest (saving split equally over 2020/21 and 2021/22), whilst a rejection will void the full saving. In addition, car park improvements work funded from earmarked reserves were due to complete this year, but delays have resulted in the works being completed in 2021/22.

The MTFS also includes assumptions on emission based charging and compliance activity being implemented during 2021/22.

Covid-19 has severely impacted on the section's income, for example, permit and P&D. It should also be noted that from 2020/21 the section has a £3,800k budget expectation relating to the review of parking charges, which were designed to influence motorists' behaviour and reduce the use of the motor car. It is too early to tell exactly how behaviour has been affected, which is being compounded by the impact of Covid-19, but this could impact on budgeted expectations.

BUDGET AND RESOURCES

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Expenditure	5,715	6,148	6,286	-23	6,472	6,422	6,337	6,302
Employees	2,870	2,959	3,132	(229)	3,227	3,227	3,127	3,077
Premises	747	823	906	41	784	793	802	811
Transport	126	127	128	(1)	126	128	130	132
Supplies & Services	351	660	422	180	475	410	410	411
3rd party payments	223	252	250	-14	254	258	262	265
Transfer payments	0	0	0	0	0	0	0	0
Support services	1,176	1,105	1,226	0	1,369	1,369	1,369	1,369
Depreciation	222	222	222	0	237	237	237	237

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Income	19,055	18,388	22,125	7,031	23,518	24,312	23,707	23,128
Government grants				(21)				
Reimbursements	0	4	0	0	0	0	0	0
Customer & client receipts	19,055	18,384	22,125	7,052	23,518	24,312	23,707	23,128
Recharges								
Reserves								
Capital Funded								
Council Funded Net Budget	(13,340)	(12,240)	(15,839)	7,008	(17,046)	(17,890)	(17,370)	(16,826)

Capital Budget £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Parking Improvements		0	175	0	1,344	0	0	60
	0	0	175	0	1,344	0	0	60

2020/21 Expenditure (pie chart) — Employees, Premises, Transport, Supplies & Services, 3rd party payments, Transfer payments, Support services, Depreciation

2020/21 Income (pie chart) — Customer & client receipts

Summary of major budget etc. changes

2021/22
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.
ENV2021-04 = (£750k) - Emissions based charging.
ENV2021-08 = (£100k) - Activity to improve On Street parking compliance.
Reserve = (£140k) - Car Park Improvements.

2022/23
ENV1819-04 = (£14k) - reduction in number of P&D machines.
ENV2021-04 = (£750k) - Emissions based charging.
ENV2021-08 = (£100k) - Activity to improve On Street parking compliance.

2023/24
ENV2021-03 = (£100k) - back office efficiencies.
ENV2021-04 = £600k - Emissions based charging.

2024/25
ENV2021-03 = (£50k) - back office efficiencies.
ENV2021-04 = £575k - Emissions based charging.
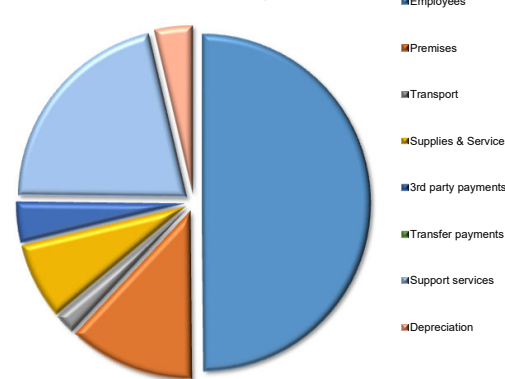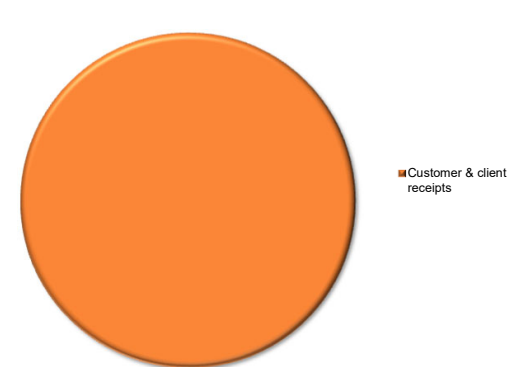
Service Plan for : Parks & Green Spaces		
Service Manager:	*Doug Napier, Greenspaces Manager*	Cabinet Member:	*Councillor Natasha Irons*

Overview of the service

Provide a brief overview of your service and the outcomes it seeks to provide for residents/service users, including any statutory duties that impacts on this

The Parks & Greenspaces service provides outdoor leisure and recreational benefits for residents and visitors of Merton, delivering both health and relaxation opportunities for all, and manages some of the most important landscapes and landscape features that comprise the borough's Public Space.

Areas of service include:

• Maintaining and developing Merton's numerous and diverse parks and open spaces (some 117 separate sites), is a key objective of the division, including the management of sports facilities and pavilions, gardens, children's playgrounds (more than 40), and Merton's cemetery and allotments services.
• The Greenspace portfolio also includes support for, and the production of a varied programme of outdoor events, ranging from community picnics to large commercial events, including music festivals, the annual civic fireworks shows and the Wimbledon (tennis) Championships, amongst others.
• The Parks & Greenspaces team manage more than 50,000 Council-owned trees, including 17,000 street trees, maintains some 1,500 highways verges and several urban nature reserves.
• The team also serves as the managing agent for Mitcham Common (on behalf of the Mitcham Common Conservators) and for Merton and Sutton Joint Cemetery (for the Merton and Sutton Joint Cemetery Board).
• The ground maintenance elements of the service are currently commissioned to Idverde UK Limited under a long-term contract (up to 24 years from 2017) and this contract and the contractor's delivery performance is overseen by the Neighbourhood Client Team in conjunction with the Greenspaces Team, who in addition, have overall responsibility for the strategic deliverables of the service.

Merton's ambitions

It is important that the activity in your service plan has a clear link to helping achieve the council's overall ambitions. Please consider these ambitions when developing your plan and ensure that activity and projects are matched against them:

Support our most vulnerable residents of all ages
Maintain a clean and safe environment
Create a great place to grow up and live in
Build resilient communities
Bridge the gap and reduce inequalities
Continuously improve

What do we need to do?

In developing your plan it is important to understand the wider context in which the service and the council operates. Please refer to Merton Data as a tool to help you understand the present and future demands on your service and the views and needs of its customers. This should be combine d with local intelligence held by your service.

Merton Data   **The Merton Story**

Customer Insight	Data and intelligence	National / Regional policy implications	Working to be London's Best Council
The services that comprise the Greenspaces portfolio cover the entire range of potential users and all of the diverse communities of the borough. Recent research has demonstrated that a considerable proportion of our users and residents access our services several times per week, our parks, for example. It is a popular and much-valued service, elements of which are free at the point of use (based on an independent survey conducted in 2020). The value and benefits of the Borough's Parks and Green Spaces in terms of the physical and mental health and well-being of communities and individuals has been particularly heightened during the 2020 coronavirus epidemic where parks have been one of the few community facilities that have remained open and have been (and continue to be) enjoyed by large numbers of people. Service user feedback and behaviour during this time has raised the high value that residents place on our park facilities such as playgrounds, sports facilities and outdoor gyms.	Merton has a current population of 211,787, with an approximate 50/50 gender split. By 2030 the population is predicted to be 224,502 again with an approximate 50/50 gender split (source: https://data.merton.gov.uk/population/). Demand for Greenspaces services is expected to increase with the anticipated rise in the population of the borough. In Merton, overall life expectancy at birth is longer than the England average, but there is a difference between the most and least deprived areas within the borough. In general, the East of the borough is younger, household incomes and economic activity are lower, people are ethnically more diverse and with relatively lower levels of education outcomes than the West. There will be new and rising needs and pressure points across the borough based on the differing demographics with services and facilities required to be tailored to provide benefit the local customers they serve. This is particularly important in the East of the borough where transport access is limited and residents therefore have less chance to travel to access the services and facilities they require. Some of the services that will need to be reviewed are playgrounds provision (children & young people); allotments (currently favoured by older & retired residents, but with the opportunity to promote the health benefits to young people and families); burial plots (some BAME communities).	The experiences of the 2020 springtime national lockdown demonstrated the value of the Greenspaces service to the community. As outdoor services, they were not subject to the same stringent control measures and constraints as many community services were at that time: whereas indoor gyms remained closed for many weeks. Local parks became a focus for health and exercise and were encouraged, including by national government, to be used for such purposes. The service continues to ensure current government guidance is adhered to and best practice followed. Parks facilities continue to be run in accordance with relevant guidance, legislation and best practice: • Playgrounds and sports facilities are inspected 3 times a week and inspected independently by ROSPA annually. • Pavilions and other buildings are managed on our behalf by Facilities Management who ensure all statuary testing (such as asbestos) is up to date and current	The Parks & Green Spaces service area is a highly valued and popular community service as demonstrated through recent local surveys, including the biennial borough resident's survey. Parks, playgrounds, outdoor gyms and allotments contribute substantially to the physical and mental well-being of our residents and some of our venues and activities encourage visitors from outside of the borough, thereby contributing economic benefits. Merton prides itself in being a green borough and its green spaces are commonly cited as part of its appeal as a place to live and work. The environmental, economic, social and well-being benefits of good quality and diverse green spaces and their allied services are well documented and are pivotal to the regeneration and continuing relevance of Merton. Furthermore, the service will be producing supporting strategies over the course of the year to enable the service to meet the future demands. These include a Tree Strategy and a Parks and Greenspaces Strategy. What The Parks & Green Spaces Team are doing to help towards becoming London's best council: 1) For residents and service users: We listen to and act on feedback from parks users. We work diligently to ensure the service is delivered in an efficient and frugal manner, ensuring best value. 2) For our partners: We are a team that knows our stakeholders, engages with them, works well as part of a team with them, one that creates more than the sum of the parts where partnership working is natural and delivers great outcomes. 3) For us: It is important that team members think that Merton is a council that is good to work for, where they want to stay and get things done. A council that promotes team work and gets the basics right e.g. appraisals, training, development and good communications. It is also a council that goes the extra mile in helping us maintain good health and well-being.

Where are we now?		
Objectives from the last service plan refresh:	**Progress made against objectives:**	**Close / carry forward?**
Greenspaces Target Operating Model (TOM): Implementation of Target Operating Model for Greenspaces	Progress made on a number of TOM objectives. Those objectives that are not yet completed will mostly be carried forwards, even if in a modified format or context.	Carry forward
Greenspaces Commercialisation: Increased commercialisation across a range of Greenspaces services and open spaces	Covid-19 had a significantly negative impact upon the successes achieved during 2019 in our commercial outdoor events/retail development. These achievements will need to be restored/recovered and developed further during 2021 and beyond.	Carry forward
Canons House & Rec. Restoration: Delivery of Lottery-funded Canons restoration project	Significant progress made in 2020. The restoration project will be substantially completed within the next 6 months. Community engagement and skills development form a key aspect of the project in the future.	Carry forward
Phase C, Lot 2: Embedding new systems & processes and ensuring quality & performance standards in relation to Phase C, Lot 2 grounds maintenance contract.	The operational aspects of this service were substantially affected by Covid-19. Developments and improvements have been relatively modest as a consequence, but this objective and associated needs will be carried forward.	Carry forward
Re-use of Parks Assets: Re-use of surplus and redundant parks facilities and re-modelling of under-utilised properties: pavilions, yards & mess rooms and other parks assets	One disused parks pavilion has successfully been re-used during the past 12 months, but the impacts of Covid-19 have constrained further developments/progress in 2020.	Carry forward
Revision of Arboricultural Services: Reconfiguration of current arboricultural service provisions, systems and policies. Re-procurement of arboricultural operational service.	Progress achieved in terms of the procurement of the operational aspects of the arboricultural service during 2019/20, but outstanding issues in relation to systems and processes will be carried forwards.	Carry forward

How will we get there?									
Try to limit this to no more than around 5-7 key objectives. This section should be reviewed if there are any significant changes in direction during the year. Changes can be noted along with the reasons for and implications of the change. When you review this, look for opportunities, insights, or risks that have emerged.									

Service Objective 1 | **Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions**

Parks Friends and Key Stakeholder Engagement	Build resilient communities
	Create a great place to grow up and live in
	Maintain a clean and safe environment

Performance Measures

Indicator	*2019/20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
Number of friends & similar groups undertaking voluntary activities within parks & open spaces	N/A - New indicator for 2020-24	Does Not Apply	40	41	42	43	44	Annually	Within a range

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Establish Parks & Greenspaces Community Stakeholder Forum	*Mar-21*	*Ongoing*
Project / activity 2	Stakeholder input to Phase C, Lot 2 PQMS	*Apr-21*	*Ongoing*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*

Impact on the customer/end user

Please highlight the anticipated impact on the customer/end user of carrying out the activity in your service plan

Partners / interdependencies

Highlight any interdependencies where other council services or partner organisations are linked to the delivery of this objective. If referring to another council service, please include the name of the team and department.

Service Objective 2 | **Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions**

Canons House & Grounds Restoration Project	Create a great place to grow up and live in
	Maintain a clean and safe environment
	Bridge the gap and reduce inequalities

Performance Measures

Indicator	*2019/20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
n/a									

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Finalise business plan	*Jan-21*	*Jul-21*
Project / activity 2	Canons House letting	*Jul-21*	*Jan-22*
Project / activity 3	Re-occupation of attic flat by tenant	*Jul-21*	*Jul-21*
Project / activity 4	Finalise site management and maintenance	*Jan-21*	*Dec-21*
Project / activity 5	Cafe letting	*Jan-21*	*Jul-21*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Stakeholder involvement	*Consultation & participation*
Funding constraints via NLHF	*Ongoing review with NLHF*

Impact on the customer/end user

Comprehensive improvement of the open space and historical house, including new playground, a new cafe, educational/museum provisions and access to Canons House.

Partners / interdependencies

Various community partners & stakeholders; National Lottery Heritage Fund.

Service Objective 3 | **Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions**

Upgrading Outdoor Water Play Facilities	Create a great place to grow up and live in
	Maintain a clean and safe environment

Performance Measures

Indicator	*2019/20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
n/a									

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Procure and install Wimbledon Park Paddling Pool	*Apr-21*	*Mar-22*
Project / activity 2	Procure and install a replacement programme for traditional style paddling pools	*Apr-21*	*Mar-22*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*

Impact on the customer/end user

Improved outdoor water play facilities in our parks; greater enjoyment for childre.

Partners / interdependencies

Parks friends groups; relevant Ward Members.

Service Objective 4									
		Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions							
Arboricultural Services Review & Restructure		Maintain a clean and safe environment							
		Create a great place to grow up and live in							
		Select							

Performance Measures

Indicator	2019/20 Actual	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
Number of street trees planted	222	Red	235	240	245	250	255	Annually	High
% of tree works commissions completed within SLA (30 working days)	N/A - New Indicator	Does Not Apply	85%	86%	87%	88%	89%	Quarterly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1			
Project / activity 2			
Project / activity 3			

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*

Impact on the customer/end user

Customers will experience a more obviously cyclical pattern to the management of the street tree stock in their neighbourhoods.

Partners / interdependencies

Barkland Tree Specialists (our current tree management contractor); Borough Tree Wardens; Ward Councillors.

Service Objective 5									
		Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions							
Service Commercialisation		Create a great place to grow up and live in							

Performance Measures

Indicator	*2019/20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
Number of outdoor event-days in parks	233	Green	140	200	230	240	250	Quarterly	High
Income from outdoor events in parks	546,647	Green	540,000	550,000	560,000	570,000	580,000	Quarterly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Member approval of commercial approach surrounding large events	*Jan 4 2021*	*ongoing*
Project / activity 2	Update and roll out of commercial events strategy	*April 1 2021*	*April 1 2022*
Project / activity 3	Procurement and rollout of new events booking system Atrifax	*Jan 1 2021*	*ongoing*
Project / activity 4	Promotion of fireworks events to maximise ticket sale and income	*Aug-21*	*Nov-21*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Pandemic may further prohibit events and income targets will not be met	*Ensure events are COVID safe so they can go ahead where possible*
Senior managers/members may not approve commercial strategy	*Paper written to present to LSG to get buy in for commercial strategy*
Demand for our spaces may not come to fruition (e.g. competition, sites not being fit for purpose, infrastructure etc.)	*Conduct review of our sites against our competitors to ensure they are appealing to events organisers - flag any areas where development /investment is needed*

Impact on the customer/end user

Increased number of activities and events in our green spaces - improved well-being. Large events have a positive impact on local businesses in the surrounding areas (increased footfall).

Partners / interdependencies

Support needed form correct leisure team to manage the events logistical and management process - e.g. manage enquiries, process applications, invoice, conduct safety checks, SAG, review paperwork and refund deposit. Support needed From IDV to carry out site inspections, ground repair and maintenance of sites.

Service Objective 6									
		Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions							
Phase C, Lot 2 contract management review		Maintain a clean and safe environment							
		Create a great place to grow up and live in							
		Continuously improve							

Performance Measures

Indicator	*2019/20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
% of residents (all service users) rating parks & green spaces good or very good (ARS)	No residents survey in 2019/20	Does Not Apply	77%	78%	79%	80%	81%	Biennially	High
Young people's % satisfaction with parks & green spaces (ARS)	No residents survey in 2019/20	Does Not Apply	85%	86%	87%	88%	89%	Biennially	High
Number of Green Flag Awards	6	Green	6	7	7	7	7	Annually	High
Average Performance Quality Score (Grounds Maintenance Standards Overall)	4.95	Red	5	5	5	5	5	Quarterly	High
Average Performance Quality Score (Grass Verge Standards)	N/A - New Indicator	Does Not Apply	5	5	5	5	5	Quarterly	High
Average Performance Quality Score (Litter & Cleansing Standards)	N/A - New Indicator	Does Not Apply	5	5	5	5	5	Quarterly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1			
Project / activity 2			
Project / activity 3			

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Lack of investment in existing & new facilities & assets	*Annual capital investment programme in parks & open spaces*
Unsatisfactory contractor performance	*Effective contract performance monitoring*
Ineffective contract performance management	*Allocate & deploy adequate contract monitoring resources*

Impact on the customer/end user

Please highlight the anticipated impact on the customer/end user of carrying out the activity in your service plan.

Partners / interdependencies

Highlight any interdependencies where other council services or partner organisations are linked to the delivery of this objective. If referring to another council service, please include the name of the team and department. Idverde UK Limited (our grounds maintenance contractor).

People

The Public Space Division is undergoing a transformational change across all areas and will be underpinned by a divisional restructure. Our staff are our greatest asset and will need to adapt and grow to new ways of working.

The focus of this is to ensure that we build greater resilience and flexibility in the service, along with identifying any skills gaps which may be identified and relevant training and development support provided to staff and Teams where appropriate. Both in house (where possible) and external training accessed (where required).

Technology

The current IT systems are designed to support office based staff and are not suited to work undertaken in the field. The CRM system has limited capability for reporting some Parks and Tree issues online, however this is not user friendly and not fully integrated. This results in a high-level of transactions being undertaken manually and many service users emailing team members directly.

The service is currently looking at existing mobile applications such as Fix My Street pro which will enable both residents and client officer to log service requests in real time support by GPS location pins to identify the exact location of the service request. In addition to this functionality any new application will be required to integrate directly with our own CRM system along with providing the management team with service reports, heat maps and response time summaries.

It is highly likely that working from home will become a much larger feature of working for London Borough of Merton. While much has been done to ensure IT accessibility for staff, if members of the Greenspaces Team are to continue to work remotely, it is likely that additional IT equipment such as additional screens and lap top stands / docking stations will be required to ensure the Health and wellbeing of staff working from home.

Training on the full capabilities of the current systems and any new systems will be required to ensure the efficacy of the Team.

Service improvement

The restructure will provide a business and development function which will aid in customer service, reporting, documenting and project management functions which will increase efficiency and efficacy of the service.

A new operating model and reporting for contract monitoring inspections of parks (in addition to PQMS inspections) has already been positively received and there is scope to develop and increase this across additional elements of the contract.

There is a distinct lack of technology involved within the Idverde contract (excluding the PQMS system). A software package is required to coordinate, monitor and control the way instruction and communication is shared between ourselves and idverde. At present all communication is via email which doesn't assist with continuity or efficiency.

Financial Summary - Greenspaces

Covid-19 has severely impacted on the section's ability to generate income, namely events income. However, although it is currently impossible to predict the permanent impacts, no post-Covid issues are expected.

The section has continuing budget pressures in relation to P&D income within certain parks, and the cyclical nature of arboricultural work. The contractual Annual Review process of the grounds maintenance contract also has the potential to create future budget pressures.

No significant budget changes currently built into the MTFS.

DEPARTMENTAL BUDGET AND RESOURCES									Additional Expenditure Information
Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25	2021/22: Reserve = (£35k) - Parks Improvement Fund
Expenditure	**4,321**	**4,447**	**4,259**	**195**	**4,648**	**4,708**	**4,769**	**4,828**	
Employees	472	510	477	39	465	465	465	465	
Premises	647	581	636	103	612	621	629	637	
Transport	37	34	35	(3)	16	16	17	17	
Supplies & Services	356	477	308	-45	313	317	322	326	
3rd party payments	2,011	2,035	2,041	101	2,081	2,128	2,175	2,222	
Transfer payments	0	0	0	0	0	0	0	0	
Support services	463	474	426	0	445	445	445	445	
Depreciation	335	336	336	0	716	716	716	716	
Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25	
Income	**2,503**	**2,730**	**2,392**	**431**	**2,369**	**2,369**	**2,369**	**2,369**	
Government grants	8	9	8	(2)	8	8	8	8	
Reimbursements	520	583	423	(140)	400	400	400	400	
Customer & client receipts	1,975	2,138	1,961	573	1,961	1,961	1,961	1,961	
Recharges									
Reserves									
Council Funded Net Budget	**1,818**	**1,717**	**1,867**	**626**	**2,279**	**2,339**	**2,400**	**2,459**	
Capital Budget £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25	
Parks Investment		306	1,860	0	1,218	435	300	300	

Service Plan for : *Insert Service Name*		
Service Manager: Howard Joy	Cabinet Member:	Tobin Byers

Overview of the service

Provide a brief overview of your service and the outcomes it seeks to provide for residents/service users, including any statutory duties that impacts on this

• To ensure that all property transactions provide value for money and comply with statute.

• To maintain an accurate record of the property assets of the council and to provide asset valuations to support the council's accounts (Section 151).

• To manage the councils commercial property portfolio to maximise income, managing the council's asset base to ensure that it has the accommodation necessary to support its services at a standard it can afford.

• To support regeneration, deal with occupation of council land by Gypsies and Travellers and to attend and provide timely advice to the Property Asset Management Board to deliver a programme of property sales to maximise capital receipts and acquisitions to improve revenue income.

• Community Right to Bid - to manage applications for community assets to be listed and claims for compensation.

• To maintain publicly available list of property assets as required by transparency agenda under Localism Act 2011.The service plan will lead to increased efficiency, the possibility of acting for other authorities on specialisms, and most significantly driving economic development and regeneration through closer working with Future Merton. This may impact on the timing of sales and capital receipts.

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

Merton's ambitions

It is important that the activity in your service plan has a clear link to helping achieve the council's overall ambitions. Please consider these ambitions when developing your plan and ensure that activity and projects are matched against them:

Support our most vulnerable residents of all ages

Maintain a clean and safe environment

Create a great place to grow up and live in

Build resilient communities

Bridge the gap and reduce inequalities

Continuously improve

What do we need to do?

In developing your plan it is important to understand the wider context in which the service and the council operates. Please refer to Merton Data as a tool to help you understand the present and future demands on your service and the views and needs of its customers. This should be combine d with local intelligence held by your service.

Merton Data   **The Merton Story**

Customer Insight	Data and intelligence	National / Regional policy implications	Working to be London's Best Council
The service has two categories of customers. The first are internal and comprise of the Council and its departments. The second are external and comprise the residents and businesses/commercial tenants of the borough and Merton and Sutton Joint Cemetery Board. The satisfaction of external customers is monitored upon tenancy change. The satisfaction of internal customers was sought through a satisfaction survey in January 2018 (30% return). All returns confirmed internal customers were satisfied or better and the survey will be repeated next year subject to any restrictions from Covid 19. Consideration will be given to whether there are areas of this service which require Equalities Analysis Assessments.	It is unlikely that the demand for this service will change unless the council disposes of its property and this seems very unlikely. There remains a possibility that the Weir Road industrial estate will be lost to accommodate Cross Rail 2 but this risk seems to be reducing. The requirement for asset valuations for the Council's annual accounts is expected to be maintained as is the need for an officer to confirm that the council's property transactions achieve best value.	There is no national or regional policy that may be applicable to this service. Covid 19 had limited impact as the council owns little property that has suffered from the restrictions required to fight the pandemic. Officers are working from home satisfactorily and this is unlikely to change.	Through review of its property assets the service will seek to ensure that the council's commercial estate is performing to its best and maximising the supply of revenue income to the council. Through customer satisfactions surveys we will continue to provide the best quality service. By providing public access to plans of the council's land ownership through Merton Maps and council property that is on the market and information on access to details of private landownership through the land Registry and applications for Assets of Community Value through the Council's website the team contributes to the long term recovery and Modernising Merton Programme.

Where are we now?		
Objectives from the last service plan refresh:	**Progress made against objectives:**	**Close / carry forward?**
Complete Asset Valuations to timetable agreed with Director of Corporate Services.	Objective met. Valuations completed and supplied to Finance by 31st March 2020. Work is now being undertaken to provide Asset Valuations for 31st March 2021.	Carry forward
Implement review of non-operational property to maximise revenue income.	Objective met. Review completed December 2018.	Close
Critically examine operational property to ensure the council has the minimum necessary to support the business plan.	Objective not met as impact of Covid 19 prevented departments confirming their property needs to the Corporate Property Officer by June 2020 as Asset Management Plan requires.	Carry forward
Maximise revenue income by letting vacant property.	Objective met. Vacancy rate 1%.	Carry forward
Provide timely advice to inform regeneration projects.	Objective met. The team continue to provide advice as required.	Carry forward
Ensure team is arranged to support objectives.	Team is now almost totally committed to Asset Valuations. The reduced team is just managing to support objectives however this is not sustainable and additional resource is required to assist with the work of the three retired team members.	Carry forward

How will we get there?									
Try to limit this to no more than around 5-7 key objectives. This section should be reviewed if there are any significant changes in direction during the year. Changes can be noted along with the reasons for and implications of the change. When you review this, look for opportunities, insights, or risks that have emerged.									

Service Objective 1

	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Maximise occupation of commercial property owned by the council.	Continuously improve

Performance Measures

Indicator	*2019 / 20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
% Vacancy rate of property owned by council	1%	Green	3%	*3%*	*3%*	*3%*	3%	Quarterly	Low

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description		Proposed start date	Proposed end date
Project / activity 1				
Project / activity 2				
Project / activity 3				

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Fall in demand	*Maintain condition of estate and wide use clauses in leases*
Failure to comply with EPC regulation	*Invest to ensure compliance*

Impact on the customer/end user

Maximises income and employment.

Partners / interdependencies

Corporate Services/Facilities Management support.

Service Objective 2

	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Maximise council income from commercial property	Continuously improve

Performance Measures

Indicator	2019 / 20 Actual	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
% debt owed to LBM by commercial tenants including businesses	3.14	Green	7.5	7.5	7.5	7.5	7.5	Quarterly	Low

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description		Proposed start date	Proposed end date
Project / activity 1				
Project / activity 2				
Project / activity 3				

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Fall in market	Prompt recovery action

Impact on the customer/end user

Maximised income to the council.

Partners / interdependencies

Finance/Debt recovery and SLLP for enforcement and collection.

Service Objective 3

	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Valuation of property assets owned by the council for inclusion within council's accounts	Statutory requirement

Performance Measures

Indicator	2019 / 20 Actual	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	*Frequency*	*Polarity*
Property Asset Valuations	205	Green	150	150	150	150	150	Annually	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Instruct DVS to complete specialised valuations	01.10.2020	31.03.2022

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Loss and/or reduction of staff resource	Exercise, managerial support, mental health support

Impact on the customer/end user

Completion of council's annual accounts.

Partners / interdependencies

Finance in providing timely and clear instructions.

Service Objective 4						Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions			
Maximise rental income from council owned commercial property						Continuously improve			
Performance Measures									
Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
Number of completed rent reviews	46	Amber	50	70	70	35	35	Quarterly	Low
Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*									
Project / activity name	Description						Proposed start date		Proposed end date
Project / activity 1									
Project / activity 2									
Project / activity 3									
Potential barriers to achieving objective									
Description of barrier						Mitigating Actions			
Due to difficulties experienced by tenants caused by Covid-19 Rent reviews have not been actively pursued.						Reviews will be commenced when the commercial situation improves.			
Impact on the customer/end user									
Partners / interdependencies									

Service Objective 5						Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions			
Increase receipt of capital						Continuously improve			
Performance Measures									
Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
n/a									
								Select	Select
Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*									
Project / activity name	Description						Proposed start date		Proposed end date
Project / activity 1	Title reports on each site						01/12/2020		31/03/2022
Project / activity 2	Confirmation of development opportunity to maximise value on each site						01/12/2020		31/03/2022
Project / activity 3	Secure marketing resource						01/12/2020		31/03/2022
Potential barriers to achieving objective									
Description of barrier						Mitigating Actions			
Insufficient resource within property team						Secure additional resource			
Impact on the customer/end user									
Increased capital resource to Council.									
Partners / interdependencies									
Future Merton for planning advice. SLLP for title reports and sale documentation.									

People

The section contains four staff and one unfilled post. The Section Head/Property Management and Review Manager, the Principal Estates Surveyor, one Estates Surveyor, one Administration Assistant and the Principal Administration and Finance Officer. The Section Head is expected to retire in August 2021. The critical need for the section is to expand the staff resource as at present the work of the section is almost totally dominated by the production of Asset Valuations and the demand for this service is unlikely to reduce. The result is that all of the other responsibilities of this service cannot be delivered to the standard required by London's Best Council and the strategic function of the section and especially the generation of income through rent reviews and lease renewals of commercial property has not been able to be progressed. The attempt by the existing staff to complete all of the demands upon its service has led to increased stress and concern over their wellbeing. In addition, the lack of staff resource has led to the increasing use of consultants that has increased the cost to the council. It is vital that the section is expanded to provide a dedicated valuation/disposal team plus estates team to deal with the very many estates management issues plus lettings, lease renewals and rent reviews. Until such time as the section is expanded with permanent staff it is intended to employ two temporary chartered surveyors on fixed term contracts to deal with the back log of rent reviews and lease renewals.

Technology

Following the pandemic and the implementation of working from home, the section all use Council laptops. The section use and need the following information assets: BCIS online, Tman, E5, Electronic file, IPF data base Merton Maps. The IPF system is under tender to expand its use to Finance and Facilities Management. There are no future business needs that require a change in technology although there will be a need for more lap tops if the team is expanded plus Ipads that could be of benefit to any new staff. Scanning the paper records has been completed of old files but it would be helpful if this could be continued to scan data received post 2015 when the previous exercise was carried out and to keep up to date.

Service improvement

The main processes relate to ownership of land, the maintenance of the record of land ownership of the Council, the granting of leases, settlement of rent reviews and the collection of rent and service charges. In addition the team manage applications for the listing of property as community assets and the removal of unauthorised occupations of Council land. The main issue is staff resource not process, although it would be beneficial if E5 could be better directed to rent collection and we did not need to instruct Transactional Services on every property every time rent is due to be collected (quarterly, annually and monthly) and we could interrogate E5 to confirm what had been charged previously. There is no appetite from other authorities to share services and LEAN reviews have confirmed that our processes are operating effectively subject to previous comments. Budgets, invoices checked and reports could identify addresses rather than debtors.

Financial Summary - Property Management & Review

Agreed saving to be introduced from 2022/23 related to increased service tenancy income.

DEPARTMENTAL BUDGET AND RESOURCES

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Expenditure	**2,220**	**2,726**	**2,374**	**140**	**2,786**	**2,791**	**2,798**	**2,804**
Employees	226	235	303	(77)	312	312	312	312
Premises	296	648	276	102	279	282	286	290
Transport	1	1	1	0	1	1	1	1
Supplies & Services	136	262	171	115	174	176	179	181
3rd party payments	0	0	0	0	0	0	0	0
Transfer payments	0	0	0	0	0	0	0	0
Support services	390	409	452	0	507	507	507	507
Depreciation	1,171	1,171	1,171	0	1,513	1,513	1,513	1,513

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Income	**4,884**	**5,653**	**5,477**	**(165)**	**5,466**	**5,566**	**5,566**	**5,566**
Government grants	0	0	0	0	0	0	0	0
Reimbursements	1	41	0	(1)	0	0	0	0
Customer & client receipts	4,443	5,141	4,961	(164)	4,913	5,013	5,013	5,013
Recharges	440	471	516	0	553	553	553	553
Reserves								
Capital Funded								
Council Funded Net Budget	**(2,664)**	**(2,927)**	**(3,103)**	**(25)**	**(2,680)**	**(2,775)**	**(2,768)**	**(2,762)**

Capital Budget £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Capital Works		37	25	0	50	0	0	0
		37	25	0	50	0	0	0

2020/21 Expenditure

- Employees
- Premises
- Transport
- Supplies & Services
- Support services
- Depreciation

2020/21 Income

- Customer & client receipts
- Recharges
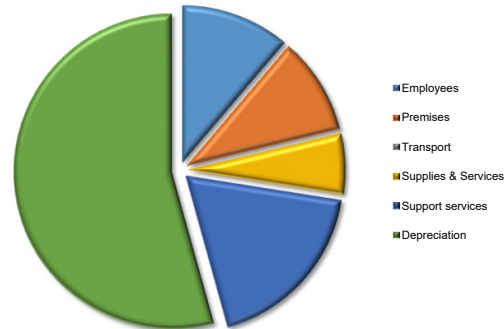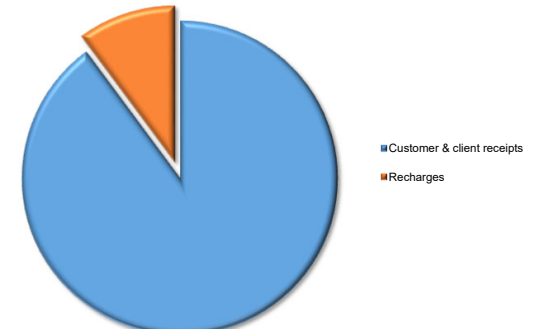
Summary of major budget etc. changes

2021/22

2022/23

ENV2021-07 = (£100k) - Increase residential (former Service tenancies) rental income.

2023/24

2024/25

Service Plan for : Regulatory Services Partnership		
Service Manager: _Nick Steevens_	Cabinet Member:	_Cllr Cooper-Marbiah, Cllr Whelton, Cllr Lanning_

Overview of the service

Provide a brief overview of your service and the outcomes it seeks to provide for residents/service users, including any statutory duties that impacts on this

The Regulatory Services Partnership (RSP) delivers Environmental Health, Trading Standards and Licensing functions on behalf of Merton, Richmond and Wandsworth Councils. The partnership was established on 1st August 2014 comprising two councils, namely Merton and Richmond upon Thames with Merton acting as the host authority. Wandsworth Borough Council joined the RSP on 1st November 2017. The services the RSP provides include:

• Air quality
• Contaminated land
• Food safety
• Infectious disease control
• Licensing (e.g. alcohol, entertainment, street trading, special treatments and animal welfare)
• Noise & nuisance
• Pest control (Wandsworth only)
• Private sector housing (Wandsworth and Richmond only)
• Trading Standards
• Workplace health & safety
• Pollution

The vision of the Regulatory Services Partnership is to be a beacon of excellence in Regulatory Services, safeguarding our communities and promoting economic wellbeing. The RSP has three key drivers:

1. To deliver improved services to customers
2. To achieve savings targets and to reduce budget pressures
3. To increase resilience

Merton's ambitions

It is important that the activity in your service plan has a clear link to helping achieve the council's overall ambitions. Please consider these ambitions when developing your plan and ensure that activity and projects are matched against them:

Support our most vulnerable residents of all ages
Maintain a clean and safe environment
Create a great place to grow up and live in
Build resilient communities
Bridge the gap and reduce inequalities
Continuously improve

What do we need to do?

In developing your plan it is important to understand the wider context in which the service and the council operates. Please refer to Merton Data as a tool to help you understand the present and future demands on your service and the views and needs of its customers. This should be combine d with local intelligence held by your service.

Merton Data   **The Merton Story**

Customer Insight	Data and intelligence	National / Regional policy implications	Working to be London's Best Council
The RSP is a customer facing service and whilst we do not currently actively survey residents, businesses and partners, we are seeking to do so using electronic questionnaires. The service will encourage customers to access our services electronically using a single website to report an issue or apply for a licence. The standalone website proposed for the service will link seamlessly to the websites for Merton, Richmond and Wandsworth to ensure customers have easy access to the services the RSP provides. Web content will be revised to reflect the needs of the customer and avoid unnecessary contact. Where customers wish to contact the RSP by phone an enhanced telephony system will ensure we are able to respond to any enquiries swiftly and effectively. Equality Impact Assessments (EIA) are considered for new strategies, policies and in the use of enforcement tools. Our key customers are those who live, work or visit Merton, business operators, other council departments, the police and other regulatory agencies and the voluntary and community sector.	Demand for consumer and business advice and support will continue to increase due to the economic uncertainty the pandemic has brought. Added to this, the Brexit implications on many businesses including manufacturers, importers and retailers will drive up demand for the services expertise. According to the 2019 Merton Story, the best estimate of Merton's current population is 210,400. It is predicted to grow by about 1750 (0.83%) each year for the next 15 years. As the population size increases there is the potential for demand on the service to increase too. The pandemic is having a detrimental effect on the businesses within the borough with many struggling to survive. This impact on the local economy may create a reduction in the number of commercial premises the RSP is responsible for regulating, however it is also likely to result in decreasing levels of compliance as businesses reduce expenditure on staffing and other overheads.	**Covid-19 Implications:** The RSP has become responsible for much of the front-line regulatory work during the pandemic such as the provision of business advice, enforcement of the Covid-19 Secure guidelines, investigation of outbreaks, Locally Supported Case Tracing, provision of sites as testing locations and the introduction of Covid Marshals. **Brexit Implications:** Over the past 30 years, UK food, health and safety, and environmental protection, regulation has been driven by the EU. Following Brexit, the UK will still need a strong regulatory framework to protect our economy, our exports and the health and well-being of consumers, workers and communities. There are over 50 separate EU Directives and Regulations alone that govern Food standards in the UK, whilst more than 40% of all legislation coming out of EU is food related and supporting businesses through the changing regulatory landscape this will bring. In relation to air quality, there needs to be clarity over what standards the UK will operate to once we have left the European Union. Any dilution of standards would have a detrimental impact on public health.	The RSP will contribute towards the council's continuous service improvement programme of working to be London's best Council & Merton's recovery and modernising programme by: • Improving access to information for our customers, allowing them to access our services and information they seek with ease and allow them to self-serve wherever possible • Developing a single enhanced case management system which permits efficiencies within the service whilst improving responsiveness to customers • Developing uniform, leaner work processes • Introducing mobile working solutions to increase efficiency and reduce paper generation • Develop new commercial business opportunities to generate income and enhance the reputation of the service amongst businesses • Improving customer feedback and intelligence

Where are we now?		
Objectives from the last service plan refresh:	**Progress made against objectives:**	**Close / carry forward?**
Air Quality - Delivering the Council's Air Quality Objectives.	The Air Quality Team has met its objectives consistently throughout the year including obtaining grant funding for key air quality projects despite the pandemic. The air quality service has: • Worked with parking colleagues to link parking policy to Public Health & Air Quality Delivered the London wide NRMM Project • Drafted and deliver the Air Quality Action Plans on behalf of the three boroughs • Supported the implementation of diesel levies for the partner authorities • Managed the impact of the Mortlake Development • Managed the Nine Elms Development Environmental Impacts • Managed the Thames Tideway Environmental Impacts • Sought grant funding for the service to deliver key projects on behalf of the three boroughs. Air Quality objectives expressed in the Air Quality Action Plans span multiple financial years so will need to be carried forward.	Carry Forward
Food & Safety - Delivering the Council's Food Safety, Food Standards and Health & Safety Objectives.	All proactive inspection activity is carried out according to risk-based inspection programmes set by the FSA and HSE which continue year on year. The Food & Safety team's objectives have been largely superseded or suspended by the work undertaken to control the pandemic including outbreak control work, compliance with the Covid-19 Secure guidelines, enforcing lockdown restrictions and supporting businesses with advice through webinars and the Business Champion. Since March 2020 inspection programmes set by the FSA and HSE have been largely curtailed to undertake Covid work. The previous service plan objectives for the Food & Safety service were to: • Carry out regular interventions at food businesses at a frequency determined by national risk criteria and local intelligence; • Investigate food poisoning outbreaks associated with food businesses located within the partnership area; • Investigate serious complaints about food purchased from and complaints about hygiene of food premises within the partnership area; • Undertake an annual food sampling programme in liaison with the South West London Food Liaison Group; • Take appropriate and timely action in response to accident (RIDDOR) notifications; • Take appropriate enforcement action for failures to meet legal standards in all areas for which the service is responsible.	Carry Forward
Licensing - Discharge the Councils legal obligations in relation to licensing.	Licensing performance has been impacted by staff absences and turnover but more significantly by the impact of the pandemic on licensed premises and a substantial increase in complaints and enquiries due to Covid-19. The objectives of the licensing service were to: • Process licence applications in accordance with policy, regulations and procedure, undertaking consultation in accordance with legislation and statutory guidance; • Investigate complaints relating to licensing matters, including complaints about adverse health impacts associated with licensed premises; • Carry out targeted enforcement visits based on risk grade of premises or intelligence/ information received; • Review and streamline licensing processes including customer interfaces to increase efficiency and improve customer journey.	Carry Forward
Noise & Nuisance - Reducing the impact of noise & other nuisances on the public.	Performance of the noise & nuisance service has maintained at a good level despite the substantial increase in workload caused by the pandemic with domestic and commercial nuisance complaints more than doubling across the three boroughs. • Investigation of public health nuisance complaints; • Act as statutory consultee for planning and licensing applications; • To investigate complaints related to alleged breaches of the Clean Air Act 1993 for premises in a Smoke Control Area; • Carry out environmental monitoring for noise and air pollutants; • Regulate demolition and construction sites to comply with standards to minimise noise and dust; • To investigate and take action regarding complaints related to defective drainage systems in commercial businesses; • To respond to complaints of rodent infestations in all commercial (non-food) premises.	Carry Forward
Trading Standards - Protecting the consumer & supporting economic growth through advice to businesses.	Many proactive trading standards activities such as test purchasing has had to stop due to the pandemic. Reactive workload and some proactive projects including Challenge 21 purchasing have continued. The service has redirected resources towards business compliance checks for Covid-19. All test purchase activity will continue next financial year in accordance with the agreed performance indicators. The objectives for the service were to: • Investigate referrals from the Citizens Advice Service relating to an alleged breach of criminal fair trading legislation; • Investigate alleged breaches of trading standards legislation; • Carry out intelligence led enforcement visits; • Provide businesses with access to information and compliance advice to help them succeed; • Ensure the safety of consumer products, fair trading and legal measurement of goods through intelligence-led market surveillance and enforcement activities; • Safeguard communities and young people by providing advice and support to business and undertaking test purchasing in respect of age-restricted sales legislation including: alcohol, tobacco, fireworks and knives; • Protect and safeguard consumers, including those that are vulnerable whilst and supporting legitimate businesses by tackling the most serious fraudulent, illegal and unfair trading, including e-crime and scams.	Carry Forward

Try to limit this to no more than around 5-7 key objectives. This section should be reviewed if there are any significant changes in direction during the year. Changes can be noted along with the reasons for and implications of the change. When you review this, look for opportunities, insights, or risks that have emerged.

Service Objective 1	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Meeting the agreed performance indicators for the RSP. The Regulatory Services partnership has a set of Key Performance Indicators (KPIs) which have been agreed by the RSP Board and respective performance boards for each authority. These KPIs have been designed to track the performance of the service in key areas of business.	Statutory requirement
	Support our most vulnerable residents of all ages
	Create a great place to grow up and live in

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	Frequency	Polarity
% of service requests with an initial response within the 'defined timescale'	New indicator	Amber	90%	90%	90%	90%	Quarterly	High
Safeguarding older people - investigate and physical intervention in cases of residents being targeted by financial scams and abuse	New indicator	Green	Data only	Data only	Data only	Data only	Annually	Select
Safeguarding young people - carry out age restricted sales physical interventions for knives, alcohol, fireworks, tobacco and e-cigarettes	New indicator	Green	Data only	Data only	Data only	Data only	Annually	Select
High risk A & B and non-compliant C-rated food establishments due for inspection completed	New indicator	Red	100%	100%	100%	100%	Annually	High
Percentage of alcohol and regulated entertainment licences issued within 10 working days of the conclusion of the 28 day consultation period, excluding those that are subject to a licensing hearing	New indicator	Amber	95%	95%	95%	95%	Quarterly	High
Percentage of new high risk massage & special treatment premises inspections carried out within 20 working days of the premises being ready to trade	New indicator	Amber	Data only	Data only	Data only	Data only	Quarterly	Select
Number of monitoring stations achieving the Nitrogen Dioxide air quality objectives	New indicator	Green	TBC	number	Number	Number	Quarterly	High
Number of monitoring stations that achieve annual Particulate air quality objectives	New indicator	Green	TBC	number	Number	Number	Quarterly	High
Number of Air Quality Audits (using GLA toolkit) of schools prioritising those in the highest pollution areas	New indicator	Green	Data only	Data only	Data only	Data only	Annually	Select
Air Quality - % compliance of non-road mobile machinery (NRMM) on major construction sites with GLA emissions standards	New indicator	Green	95%	95%	95%	95%	Annually	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Completion of the targets within the services' Air Quality Action Plan		
Project / activity 2	Test purchasing and challenge 21 initiatives	01/04/2020	31/03/2021
Project / activity 3	Completion of the inspection programme for the Food & Safety services and submission of the annual FSA LAEMS return	01/04/2020	31/03/2021
Project / activity 4	Determination of all licensing applications within the statutory timescales	01/04/2020	31/03/2021
Project / activity 5	Inspecting high risk licensed premises (MSTs) within 20 working days on trading	01/04/2020	31/03/2021
Project / activity 6	Completion of the NRMM site inspection programme	01/04/2020	31/03/2021

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Loss of grant funding for air quality projects funded by the Local Implementation Plan (LIP).	The Air Quality Manager has been working closely with TfL and the GLA to ensure that grant funding remains in place for key workstreams within the RSP. Funding has now been agreed for 2021/22 which will permit the project to continue.
Legislative changes due to Brexit:- The uncertainty around Brexit remains and there is concern that key legislation around heatlh & safety, food safety and air quality may change.	Officers are closely monitoring Brexit negotiations and liaising with professional bodies and trade organisations to fully understand the implications of any emerging agreements.
Covid-19.	The pandemic has had a substantial impact on the RSP as the service redirects resources to support the efforts of the council and MOCOG.

Impact on the customer/end user

The activities of the RSP ensure the protection of people who live, work and visit the borough from a wide variety of risks ranging from doorstep crime to food-borne illness.

Partners / interdependencies

As a shared service across Merton, Richmond and Wandsworth councils, our customers principally comprise of residents, councillors and businesses. The service also interacts with a number of internal and external stakeholders such as other council departments, central government agencies and other enforcement agencies like the Police, Fire Service, Borders Agency and HM Revenue and Customs. The successful delivery of the RSP KPI's is reliant on sound engagement and partnership working with our partners.

Service Objective 2	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the
Deliver the RSP IT Transition Project. This project seeks to : • Migrate the three IT systems into a single case management system to reduce inconsistencies within the service; • Challenge current ways of working, developing a single, efficient customer focussed process for each activity across the three boroughs; • Transform our services through the use of technology to deliver an improved front line service; • Develop a new website with content focussed on the customers need and encouraging new business; • Work with our partners in ICT, to produce a solution which enables customers to apply and pay for services online; • Introduce mobile working solutions which allow officers to become more agile, receiving requests for service with minimal delay and increasing response and resolution times.	Continuously improve

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	Frequency	Polarity
n/a							Select	Select

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Migration of SSA data onto Merton M3 database. The migration of the data from the Richmond and Wandsworth legacy systems is a complex and protracted process due to the large quantities of data, complexities around code mapping and also the linked documents which required extraction and re-linking	Oct-19	Mar-21
Project / activity 2	**Completion of RSP website and branding**. The standalone website and branding for the RSP has been agreed in principle by the RSP Board and is expressed within the services previous TOM document.	Dec-20	Mar-21
Project / activity 3	Enhanced telephony and mobile working solution. The introduction of a NetCall solution to improve the customer experience when dialling in the RSP is being developed	Mar-20	Jun-21

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
The Richmond & Wandsworth (SSA) IT infrastructure has been a substantial barrier to the progress of the project with the complexity of the systems causing access delays and requiring additional time and resource to resolve.	*Weekly liaison meetings with the SSA are taking place. All urgent matters are escalated to the SSA Head of IT and reported to the RSP Board routinely.*
Technical challenges in data extraction and code mapping	*Liaison with Northgate for ongoing technical support, retention of key members of the project team*
Covid burdens impacting on staffing capacity and focus	*No mitigating action possible without additional financial burden*

Impact on the customer/end user

End user experience will be enhanced due to improved service responsiveness, key information and transactional processes all held on a single website. RSP officers will be able to work seamlessly across all 3 boroughs due to single IT platform.

Partners / interdependencies

High level of dependency on the SSA (Richmond & Wandsworth) and Northgate (Merton provider).

Service Objective 3	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the
Commercialisation: The RSP has a strategy to enhance existing and develop new income streams Working with closely with the Business Improvement Team , we will explore the following commercial opportunities: *• Developing paid for services that customers want and which enhance their business • Reviewing the fees and charges across the entire RSP to align them as far as practicable* *• Undertaking work in all service areas on behalf of other local authorities* *• Increasing the number of Primary Authority Partnerships for the RSP* *• Selling specialist consultancy skills and expertise to businesses (e.g. acoustic impact surveys; contaminated land expertise)* *• Selling niche expertise to other local authorities e.g. air quality controls* *• Developing the ability to provide services nationally through effective use of digital technology*	Continuously improve

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	Frequency	Polarity
n/a								

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Development and expansion of the Cleaner Construction/NRMM Project	The NRMM project is a pan-London initiative delivered by Merton. The project can be expanded out as an income generation offer to other cities throughout the UK. To achieve true commercial gain, the resultant NRMM++ would need to sit as a separate commercial entity of Merton Council.	Sep-20	Jul-21
Alternate Dispute Resolution (ADR)	The RSP could become an ADR provider and offer a dispute resolution service to the public and businesses. The ADR scheme is fully accredited by the Chartered Trading Standards Institute under the Alternative Dispute Resolution for Consumer disputes (Competent Authorities and information Regulations 2015. It is proposed to develop this work alongside CHAS as a commercial partner.	Jan-21	Apr-21
Metrology Laboratory	There is currently a laboratory in Wandsworth which is capable of offering metrology services for other authorities as well as the RSP. The intention would be to offer a comparable service to the North East London Metrology Partnership, which is a joint enterprise funded by the Boroughs of Havering, Barking & Dagenham, Redbridge, Waltham Forest and Newham for the provision of Weights and Measures functions under the Weights and Measures Act 1985 in the respective administrative areas.	Apr-21	Aug-21
Development of web-based seminars and training	Whilst face-to-face training opportunities have dwindled, there are opportunities for online training using the RSP website as a sales platform. Working with an existing partner the RSP could rebrand and tailor existing packages, reducing the implementation and development costs.	Apr-21	Aug-21

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Officer resources - All of the income generation projects require resourcing, wither through the use of existing officer resource or through developing a business case to justify additional funding to pump-prime projects.	Business cases will be developed for those projects where existing resource is insufficient. Specific time allocation will be made for in-house resources in order to deliver marketable products.
Market contraction- External forces such as a market downturn or local government cutbacks will impact upon income generation.	Difficult to mitigate against external influences however these will be monitored
Competition - Other local authorities and private sector organisations developing competing offerings may be a substantial risk	The RSP will need to move quickly to ensure that it has developed, marketable offerings quickly.

Impact on the customer/end user

None.

Partners / interdependencies

Dependency on GLA and commercial partners such as CHAS.

People
The RSP has developed a draft recruitment, development and retention plan which now needs to be enhanced and implemented. One key areas of work which needs completion is a pay & grading benchmarking process with other London boroughs. In recent months there have been some noticeably high salaries being offered by London boroughs which are substantially greater than those for RSP staff.   Ensuring access to training, coaching and mentoring to further develop professional competence and technical expertise as well as skills in project management and income generation/commercialisation.

Technology
Remote working has always been a key aspiration of the RSP and work is already underway to improve the software and hardware available to frontline officers. The case based mobile project has been delayed due to the need to focus on IT transition, however it is hoped that the project can be commenced in the new financial year. Whilst officers cann all work remotely, the multitude of incompatible and occasionally inaccessible software has caused issues with officer effectiveness and efficiency. Staff learning and development plans will consider areas for improving the use of IT platforms such as teams, zoom and other platforms that enable collaborative working, interactive community & business engagement and consultation reliable IT infrastructure is essential for the RSP to be able to work mobile. Officers are already field based and predominantly working remotely. IT infrastructure and support is patchy at times and required investment to insure it is fit for purpose.   THE RSP is reliant on the same software as other services such as Skype, MS packages, Office 265 and also regulatory databases provided by Northgate and Civica. The RSP works closely with Merton's IT service on the IT transition project which will bring efficiencies to the way the service works. We are involved in the roll out of the new GIS system for the Council for specialist areas such as air quality and contaminated land.

Service improvement
In many areas the RSP still operates differently in each borough. The continuous improvement Team has assisted in reviews of processes within some service areas to help develop single, efficient ways of working across the three authorities however this work was curtailed due to the pandemic and delays in the IT project. We hope to be able to work with the Continuous improvement team in the future to streamline our processes in all service areas.

The section plans to implement £140k of income generation savings over the next few years, which will be challenging considering the implementation of the current associated savings already built into the MTFS have, to date, not been achieved. However, a major IT transition Project is scheduled for completion by the end of the 2020/21 financial year at which point the section will be able to refocus their efforts on generating additional income, for example, through the provision of business advice.

DEPARTMENTAL BUDGET AND RESOURCES

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Expenditure	**7,729**	**7,255**	**8,122**	**(95)**	**8,398**	**8,400**	**8,404**	**8,407**
Employees	5,780	5,213	6,067	(229)	6,204	6,203	6,203	6,203
Premises	1	4	0	2	0	0	0	0
Transport	58	63	45	(5)	48	48	49	50
Supplies & Services	403	389	459	126	444	445	447	448
3rd party payments	98	92	95	11	96	98	99	100
Transfer payments	0	0	0	0	0	0	0	0
Support services	1,376	1,481	1,443	0	1,593	1,593	1,593	1,593
Depreciation	13	13	13	0	13	13	13	13

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Income	**5,715**	**5,048**	**6,079**	**397**	**6,179**	**6,244**	**6,319**	**6,319**
Government grants	0	0	0	-1	0	0	0	0
Reimbursements	5,012	4,563	5367	83	5467	5467	5467	5467
Customer & client receipts	703	485	712	315	712	777	852	852
Recharges			0	0	0	0	0	0
Reserves								
Capital Funded								
Council Funded Net Budget	**2,014**	**2,207**	**2,043**	**302**	**2,219**	**2,156**	**2,085**	**2,088**

Capital Budget £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
	0	0	0	0	0	0	0	0

2020/21 Expenditure

Legend: Employees, Premises, Transport, Supplies & Services, 3rd party payments, Transfer payments, Support services

2020/21 Income

Legend: Reimbursements, Customer & client receipts

Summary of major budget etc. changes

2021/22

Reserve = (£7k) - New Burdens Tobacco.

2022/23

E1 = (£65k) - Increased income.

2023/24

E1 = (£75k) - Increased income.

2024/25

373

Service Plan for : Safer Merton			
Service Manager:	*Kiran Vagarwal*	Cabinet Member:	*Cllr Agatha Akyigina*

Overview of the service
Provide a brief overview of your service and the outcomes it seeks to provide for residents/service users, including any statutory duties that impacts on this

Safer Merton oversees the delivery of the council's statutory duty set out in the Crime & Disorder Act 1998, specifically Section 17 and Section 115:

• The duty to have in place a Crime & Disorder Reduction Partnership - The Safer & Stronger Executive Board (SSEB), meets quarterly and have in place a local Crime, Disorder & Substance Misuse Strategy.
• Completing an annual strategic crime needs assessment (SCNA) and a bi-annual public consultation to ensure the work of the partnership and the Merton's Community Safety Strategy is informed by local data on crime, anti-social behaviour (ASB), disorder and substance misuse.
• Ensure there is a process for sharing information across the partnership to prevent, detect and deter crime and ASB (Section 115).

The Safer Merton Team provides strategic and operational functions that cut across a number of areas, this includes:

• Responding to complaints of ASB, supporting victims of ASB and taking action against perpetrators, fulling utilising the powers afforded to us under the ASB Act 2014.
• Tackling Violence against Women and Girls and Domestic Abuse by commissioning specialist services, leading on the development & delivery of a local strategy, working with partners to support victims and bring perpetrators to justice and conducting the statutory Domestic Homicide Reviews (DHR) when required.
• Contributing towards the councils ambition to build resilient communities through the delivery of Merton's Neighbourhood Watch Programme, leading on the development of Merton's Hate Crime Strategy, supporting the Hate Crime Steering Group and the Safer Neighbourhood Board (SNB).
• Managing the council's 24/7 CCTV service, proactively monitoring 210 static cameras and the deployment of a further 13 mobile cameras. Remaining compliant at all times with the Surveillance Camera Code of Practice as set out in the UK's Surveillance Camera Commissioner and the Regulatory Investigatory Powers Act (RIPA). Processing data and information sharing requests for recorded images in line with the Freedom of Information Act (FOI) and the process for Subject Access Requests (SAR).
• Producing analytical products and implementing a performance management framework to support the partnership. Producing daily, weekly, quarterly and annual assessments to support an evidence based, targeted approach.

The team also secures and manages external funding, this includes the London Crime Reduction Fund (LCPF), the Violence Reduction Funding (VRF), commissioning services and managing relevant contracts.

The service considers wider local , regional and national strategies and policies relevant to the work of the SSEB, this includes the Mayor's Office for Policing and Crime Plan and Home Office strategies.

Merton's ambitions
It is important that the activity in your service plan has a clear link to helping achieve the council's overall ambitions. Please consider these ambitions when developing your plan and ensure that activity and projects are matched against them:

Support our most vulnerable residents of all ages
Maintain a clean and safe environment
Create a great place to grow up and live in
Build resilient communities
Bridge the gap and reduce inequalities
Continuously improve

What do we need to do?
In developing your plan it is important to understand the wider context in which the service and the council operates. Please refer to Merton Data as a tool to help you understand the present and future demands on your service and the views and needs of its customers. This should be combine d with local intelligence held by your service.

Merton Data | **The Merton Story**

Customer Insight	**Data and intelligence**	**National / Regional policy implications**	**Working to be London's Best Council**
Safer Merton follows an evidence based approach to prioritise its services and when proposing strategic priorities for the SSEB. The SSEB receives a quarterly dashboard to measure partnership performance and an annual in-depth strategic crime needs assessment on which to base long term partnership priorities on. Safer Merton also produces specialist insight profiles on the various partnership priorities this includes profiles on domestic abuse, sexual violence, hate crime, violence, burglary, robbery. Bi-annually the team manages the delivery of a borough wide community consultation of crime and ASB as well as considering wider Merton Council and partnership consultation, the results of which further inform the services we deliver and the strategies we develop.

Our key customers are those who live, work or visit Merton, other council departments, the wider criminal justice partners and the voluntary and community sector. Equality Impact Assessments are considered for new strategies, policies and in the use of enforcement tools such as the Public Space Protection Orders.

Safer Merton also contributes towards other insight and data products across the council and partnership including the Joint Strategic Needs Assessment (JSNA), Cumulative Impact Zones to support licensing ensuring crime and community safety data is integrated and referred to where necessary. | Safer Merton is a service that is open to all and its customer profile is not easily broken down into demographic groupings. Crime and Anti-Social Behaviour (ASB) can happen to anyone: resident, visitor, employee or business and can also have a far-reaching impact amongst families and local communities. Being a victim of crime can have lifelong consequences, not only for the victim, but the victim's family and the wider community. Crime is also perceived in different ways by different people and as such, when profiling our victims, we need to consider social and economic influences alongside deprivation and crime levels.

According to the 2019 Merton Story, the best estimate of Merton's current population is 210,400. It is predicted to grow by about 1750 (0.83%) each year for the next 15 years. As the population size increases there is the potential for crime to increase too. Regular reviews of the crime figures will enable us to ensure that the service we provide is fit for purpose and will serve the population of Merton effectively.

The Merton Story states that there are currently, about 77,400 people (37% of Merton's population) are from a Black, Asian, or Minority Ethnic (BAME) group; this is expected to increase in line with overall population growth to about 89,000 people, meaning no significant change in the overall proportion (38% in 2035 compared to the current 37%). We need to ensure that our service is accessible to all, ensuring that translation services are available when required.

Hate crimes can affect people from different backgrounds and will be a crime flag that we will need to continue to monitor.
As the Merton Story highlights, the total number of households in Merton in 2019 is estimated to be 80,400, and ONS predicts that this will grow by 10.6% to 88,900 by 2035. The increase in the number of households could have an impact on domestic related crimes, such as burglaries and domestic violence.

Social inequalities exist within Merton, according to the Merton Story. The eastern half has a younger, poorer and more ethnically mixed population, with more areas of high deprivation. There is also a significant variation between the east and west of the borough, with a higher rate of alcohol-related admissions in the east compared to the west. We will need to consider this in relation to Violence with Injury and the impact that alcohol has. | **COVID-19 impact:** Front line services such as the hate crime surgery, the Domestic Violence One Stop Shop, IDVA service for DV Victims are able to operate throughout COVID, delivered virtually. COVID-19 related ASB has shown increases which have impacted on the police and wider council services. Statutory meetings, case conferences have and can also continue during COVID.

Brexit: can potentially impact on community cohesion, public disorder (impact on the police) and hate crime. Community engagement will be key for 2021/2022 to maintain community confidence and reassurance. The police monitor community tension and share this centrally, as part of this process Merton Council are provided an opportunity to include community tension that we are aware of for the consideration of the police. This includes issues relating to counter terrorism being picked up within this assessment.

Regional/National
*The London Mayoral elections 2021 (As the London Mayor is also the Crime Commissioner for London) and new Mayoral Strategies for policing and crime
*Domestic Abuse Bill
*Serious Violence Reduction Orders& Serious Violence Bill
*Restructure of the National Probation Service and London CRC
*The Civil Justice Council (CJC) has published a report on anti-social behaviour and civil courts, which looks at how current ASB powers are being used and whether injunctions are working.
*The Youth Violence Commission published its final report, which recognised the devastating effect that serious violence has on young people and emphasised the importance of investing in youth services and early intervention
*Stop and Search IOPC enquiry recommendations
*Mayors Action plan on Community Confidence in policing. | Safer Merton will contribute towards the Council's continuous service improvement programme of working to be London's best Council & Merton's recovery and modernising programme by:

* Ensuring a strong, compliant and well-co-ordinated Community Safety Partnership is in place, embedding recognised good practice, supported by a clear governance structure.
*Information sharing arrangements are regularly reviewed and in place across the partnership to reduce the barriers to sharing information and increasing the chances to prevent, detect and deter crime and ASB.
*Positive and co-ordinated multi-agency working at both strategic and operational level backed with an approach of effective problem solving, increased community engagement to reducing the impact that crime and ASB have on those who live, work and visit Merton, increasing community confidence in the partnership.
*Evaluating and self-assessment of our approach and services to ensure compliance, resilience and accessible services, specifically our CCTV service, domestic violence services and the council's approach to address crime and ASB as per Section 17 of the Crime and Disorder Act 1998.
*Utilise multi-agency IT platforms, specifically ECINS to its full capacity, implementing it across the partnership and the crime areas to manage individuals and locations where there is greater vulnerability and risk of crime and ASB.
*Seizing all opportunities to work across the South West BCU, developing cross borough partnership working, sharing and pooling resources, good practice and further consideration of shared services. |

Where are we now?		
Objectives from the last service plan refresh:	Progress made against objectives:	Close / carry forward?
Tackling anti-social behaviour (ASB) - supporting victims, enforcing against perpetrators.	Safer Merton continues to respond to complaints of ASB, responding to 2,751 complaints between November 2018 to October 2020. Community MARAC meets monthly and responds to complex cases of ASB, supporting vulnerable victims and our work with the local police safer neighbourhood teams continues. The Localities Board continues to meet and focus on problematic locations. Following a review the board is currently focussing on the areas of Wimbledon and Mitcham - each having a multi-agency action plan in place to respond to ASB. We also successfully introduced a more localised Public Space Protection Order (PSPO) in September 2020 to tackle alcohol related ASB, following the expiration of the borough wide PSPO and community and partnership consultation. Developing an engagement and enforcement plan to support the PSPO. We continue to use the ASB tools and powers where appropriate.	Carry forward
Tackling domestic violence and abuse - supporting victims and enforcing against perpetrators.	*Effective management of the VAWG Partnership Board, a sub group of the SSEB leading on delivering this objective across the council and partnership. *Successful commissioning of the Independent Domestic Violence. Advocacy (IDVA) Service, with service commencement in July 2019. MOPAC funding confirmed until 2022 to support the commissioning of this service - funding 2 IDVA's. *Perpetrator working group in place looking to set up MATAC (Multi-agency meeting focussed on DV & Abuse perpetrators) across the South West BCU *Delivered 16 Days of Activism campaign in November 2019 and November 2020. *Domestic abuse One Stop Shop dealt with 213 cases between March 2019 to the end of March 2020 (figure to be updated for 2020/2021). *Produced the domestic violence and sexual violence profile resulting in further recommendations for the partnership on improving our response. *Reviewed Merton's Violence against Women and Girls (VAWG) Strategy, extended until March 2021 with a new strategy planned to commence from April 2021. *Secured funding from the design council to review and identify how we can improve service pathways for victims - capturing the voice of the victim *Conducted two Domestic Violence Homicide Reviews(DHRs) followed by delivering the early learning and training. *Closed 6 brothels and supported 2 the police in two further closures. *Contributed towards the development of Merton's Trafficking Policy.	Carry forward
Managing and delivering Merton's Neighbourhood Watch programme.	Despite the difficulties posed by Covid-19, a MOPAC funded Police Cadets door knocking project has focused on roads in the borough most affected by burglary and knocked on over 900 doors so far to recruit members to NHW, with 15 new watches being set up or refreshed. NHW has obtained funding to continue this work in 2020-21. There has been increased communications with NHW coordinators via email due to the large volume of scams brought about by the pandemic, and an increase in communications from the police. Relationships with the National Neighbourhood Watch Association have been strengthened with greater opportunities for cross-working.	Carry forward
Crime and ASB analysis - providing an intelligence led CSP and the annual strategic crime needs assessment alongside tackling youth violence	Analysis on performance and trends produced: * Daily then weekly Covid intelligence reports. *Monthly crime update for lead members. *Quarterly analysis on performance and trends to Support Locations Board, Hate Crime Group, Neighbourhood Watch. Detailed profiles produced *Strategic Crime Needs Assessment and Partnership Plan for Merton. *Produced overview of Violent crime to support the Violence Reduction Plan. *Consultation and analysis to support the replacement of the PSPO. *Analytical profiles on Burglary, Robbery, Hate crime, domestic violence, sexual offences. *Support colleagues within the partnership and Local Authority with crime figures and intelligence. *Performance information for Safer Stronger exec board, Partnership plan, Quarterly Service plan PI's. *Oversee the production of the partnership Information Sharing Protocol. *Crime analysis to support domestic violence profile and strategic Assessment for Kingston. *Involvement in BCU work via TTCG and pan London Analytical Work via Safe Stats and the London Partnership Analyst Group.	Carry forward
Tackling hate crime agenda and delivering the hate crime strategy	The Hate Crime Strategy Group continues to drive forward Merton's Hate Crime Strategy. Throughout the pandemic there has been clear communication between the group and its members so concerns regarding community tensions can be flagged, likewise for issues arising from Brexit. A 3rd Party Reporting scheme was launched in March 2020, which continues alongside monthly Hate Crime Advice Surgeries. Key avenues for raising awareness and encouraging reporting have continued to be marked virtually, with IDAHOBIT and Hate Crime Awareness Week delivered successfully in conjunction with our partners from the police and community organisations.	Carry forward
Managing and delivering a 24/7 CCTV service which includes 210 static CCTV cameras and a current deployable set of 13 cameras.	The CCTV service operates 24/7 with 7 operators working shifts. From 1st of April 2020 until 30th of November 2020, the operators have logged 8219 incidents, nearly 500 of which were serious enough for the police and/or the insurance companies to request the footage. Our cameras are maintained, in accordance with our maintenance contract, by Tyco. The maintenance contract expires on the 1st of November 2021. The process of procuring the new maintenance contractor has started, and we will be ready to go to market by April 2021.	Carry forward
Ensuring MOPACs police and crime plan priorities are delivered locally and overseeing the embedding of the police command units merger working to minimise the impact on Merton and our residents.	* Provided ongoing support to the Safer Neighbourhood, including the securing £27,256 from the MOPAC Community Engagement Funding for 2020-21. Commissioning 6 local community based projects which tackle the objectives in the Mayor's Policing and Crime Plan 2017-21. * £383,894 (over 2 years) London Crime Reduction Funding was secured to support the delivery of the DV IDVA service, Victim Care, tackling exploitation, responding to serious youth violence and contributing towards both the children's and the Adults Safe Guarding Boards. *A further £50k in 2019/2020 and £50k in 2020/21 was secured from the Violence Reduction Unit(VRU) to support the design out crime work identified at Phipps Bridge Estate and contextual safeguarding. * A further £20k was secured from the VRU to increase security at the Chaucer Centre through the provision of CCTV.	Carry forward

Service Objective 1 : To deliver on the council's statutory duty as set out in the Crime and Disorder Act.	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
To ensure compliance with the statutory duty under Section 17 and 115 of the Crime and Disorder Act 1998 by: - managing the statutory Community Safety Partnership (SSEB), establishing a local crime, disorder and substance misuse strategy - following an evidence based approach and assessing the performance and impact of the partnership on crime and ASB by producing the annual strategic crime needs assessment (SCNA), quarterly performance and specialist crime and ASB profiles - conducting the bi-annual public Community Safety Consultation - implementing a partnership process to share information to prevent, detect and deter crime (Section 115)	Statutory requirement Maintain a clean and safe environment Create a great place to grow up and live in

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	Frequency	Polarity
n/a								

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Produce the Annual Strategic Crime Needs Assessment 2021/2022	Oct-21	by December 2021
Project / activity 2	Deliver the public Community Safety Consultation	Apr-21	by October 2021
Project / activity 3	Develop the new Community Safety Strategy for Merton 2021-2024	Jan-21	by 1st April 2021
Project/activity 4	Facilitate and manage the Statutory Community Safety Partnership & delivery of the Community Safety Strategic objectives	Ongoing	by 30 March 2022
Project / activity 5	Conduct annual review Section 115 Information Sharing agreement		by June 2021

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Lack of funding to support the delivery of the Community Safety Strategy, for example, reduction/withdrawal of the London Crime Reduction Funding (LCPF), the Violence Reduction Funding. For 2021/22, 1 year funding has been agreed, this limits the partnership to consider any longer term (2 to 3 year) projects.	Funding has been agreed from MOPAC for 1 year (2021/2022) as opposed to the usual 3-4 year term. It is anticipated that confirmation of funding post April 2022 will be confirmed by January 2022 by MOPAC. We will prepare exit plans for all projects funded through this grant and escalate should we not receive confirmation by January 2022(latest).
Domestic Violence Bill and new duty on the provision of accommodation - impact on colleagues within housing.	Safer Merton are already engaging (Oct 2019) with colleagues in housing to understand the local impact and requirements of this new duty once it comes into place.

Impact on the customer/end user

Merton will have an effective statutory community safety partnership in place that responds to crime and ASB impacting on those who live, work and visit Merton. The partnership will have a clear process in place to share information for the purpose of detecting, preventing and deterring crime and ASB. The partnership will also follow an evidence based approach, agreeing priorities that are responsive to community safety matters that impact on communities within Merton.

Partners / interdependencies

- Attendance and participation at the Statutory Safer and Stronger Executive Board (SSEB)
- Contribute towards the production of the strategic crime needs assessment by sharing data with Safer Merton
- Supporting the public community safety consultation on crime and ASB - to achieve maximum responses
- By adhering to the information sharing arrangements in place, actively sharing information and data to detect, deter and prevent crime and ASB

Service Objective 2: To ensure our local approach to crime prevention and community safety reflects local, regional and national policy and good practice.	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
To ensure regional and national strategies and policies, relevant legal requirements and good practice are reflected in our local approach, including the Mayor's Office for Policing and Crime, The Home Office and London Crime Reduction Funding.	Continuously improve Statutory requirement

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	Frequency	Polarity
n/a								

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Consider local impact of MOPAC, Home Office, strategies/policies and legislative changes relevant to Community Safety and implement relevant local changes	Jan-21	Mar-22
Project / activity 2	Secure London Crime Reduction Funding & Violence Reduction Funding and commission relevant services	Jan-21	Mar-21
Project / activity 3	Conduct partnership horizon scanning/workshops to identify political, environmental, social, technical, legal, economic factors that can impact on delivery over the next 2 to 4 years and to inform future work of the partnership post April 2022	Feb-21	Dec-21

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
A delay in the new police and crime plan or revised MOPAC strategies due to the Mayoral election	Review and update local strategies and policies as and when the new MOPAC plans are released
Regional, central plans and strategies may not be reflective of or respond to the local prevalence of Crime and ASB issues in Merton	Ensure that the Merton trends in crime and ASB are considered alongside any national, regional policies and strategies ensuring that any such local implementation is relevant to Merton.

Impact on the customer/end user

- Community Safety Partnership is better informed of potential future impact and opportunities for the partnership.
- Merton Safer and Stronger Executive Board and Merton Council delivers on good practice and remains in line with regional and national strategy, policy and legislative requirements, whilst at the same time responding to local need and trend.

Partners / interdependencies

- Contribution towards the partnership horizon scanning.
- Taking into account, where required, good practice, legislative requirements, regional and national strategies and policies on community safety.

Service Objective 3: To develop and implement a partnership approach to responding to Violence against Women and Girls (VAWG).	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
To oversee the delivery of the Violence against Women and Girls strategic priority. Commission and manage services that support victims of domestic violence and abuse. Work with partners to develop an approach to bring perpetrators to justice and implement the statutory process of Domestic Violence Homicide Reviews and other related legislation as and when required.	Support our most vulnerable residents of all ages
	Statutory requirement

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	Frequency	Polarity
Repeat DV MARAC cases by volume	39.75%	Green	30-40%	30-40%	30-40%	30-40%	Monthly	Within a range

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Commission and contract management of specialist Domestic Abuse services including, Independent Domestic Violence Advocacy Service (IDVA). Manage the Domestic Violence One Stop Shop held Monthly.	ongoing	Mar-22
Project / activity 2	Manage the monthly DV MARAC meetings - ensuring a co-ordinated approach to supporting high risk victims.	ongoing	ongoing
Project / activity 3	Develop and oversee delivery of a Violence against Women and Girls and Domestic Abuse Strategy for Merton (By April 2021) , supported by an annual delivery plan. Manage and facilitate the multi-agency Violence against Women and Girls (VAWG) Delivery Board (meets quarterly), a sub group of the SSEB.	ongoing	ongoing

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Lack of funding to commission domestic violence services 2 out of the 3 IDVA's are funding via the LCPF which is only confirmed until March 2022.	Currently this is funded partly by the council and partly by the MOPAC LCPF. LCPF funding is secure until March 2022. Any funding gaps to be highlighted corporately. Commissioned services are already aware of the clause around 'subject to funding'.
Lack of partnership and wider council input in responding to Violence against Women and Girls.	Continued partnership and wider council engagement both strategically and operationally.

Impact on the customer/end user

- Victims of domestic violence & abuse are able to access specialist support and advise from across the partnership through the IDVA support and the One Stop Shop.
- Partners are able to refer cases of high risk cases to the DV MARAC to ensure a more intense multi-agency approach is in place to safeguard the victim and his/her children.
- SSEB have a co-ordinated approach in place to respond to Violence against Women and Girls through a coherent strategy, delivery plan and quarterly VAWG board meeting.

Partners / interdependencies

- The police, probation, public health, registered social landlords in Merton and CCG's are linked to the delivery of this objective.
- The council Children, Families and Schools directorate, Housing and Adult Social Care are also linked to the delivery of this objective as it relates to the safeguarding of adults and children.

Service Objective 4: To respond to complaints of Anti-social Behaviour, utilising all the tools and powers afforded to us under the ASB Act 2014.	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
To support victims of anti-social behaviour (ASB), take enforcement action against perpetrators and provide a multi-agency response to locations in Merton subjected to persistent ASB and Crime.	Maintain a clean and safe environment
	Create a great place to grow up and live in

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	Frequency	Polarity
Number of Community Protection Warnings issues	26	Red	24	24	24	24	Quarterly	Low
Number of Community Protection Notices Issued	6	Red	3	3	3	3	Quarterly	Low
ASB cases acknowledged within service timescales	95.33%	Green	95%	95%	95%	95%	Quarterly	Within a range
Number of premises closure orders used	5	Red	8	8	8	8	Quarterly	Low

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Effective use of ASB tools and powers and multi-agency problem solving of ASB cases and developing good local multi-agency practice	ongoing	ongoing
Project / activity 2	Focus on locations where there is persistent ASB, implementing effective local multi-agency action plans, monitored via the quarterly Localities Board	ongoing	ongoing
Project/activity 3	Implement use of the multi-agency casework platform - E-CINS- across the partnership - to respond to cases of ASB (Ecins also supports the other multi-agency panels responding to DV, offender management & rough sleepers - Safer Merton are co-ordinating the implementation of this.	ongoing	Mar-22
Project / activity 4	Direct casework support for victims of ASB (non-clarion tenants) and effective engagement in the Community MARAC (deals with high risk/vulnerability ASB cases)	ongoing	ongoing

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Lack of multi-agency working & lack of willingness to access and use E-CINS.	Agreed multi-agency processes in place and continued development of partnership working and engagement at both strategic and operational level. E-CINS Project Board in place to manage the roll out.

Impact on the customer/end user

- Impact on communities and victims of persistent ASB is reduced.
- reduced demand on services across the partnership caused by repeat offending and incidents of ASB.

Partners / interdependencies

- Agency participation in the Community MARAC(ASB) and use of Ecins.
- Assistance and support in the problem solving process where wider council service input is required.
- Supporting the PSPO's implemented in Merton as required.
- Sharing of information in a timely manner.
- Signing up to either accessing and/or using Ecins multi-agency case management system used by Safer Merton.

Objective 5: To Support the Council's ambition to build community resilience by delivering Merton's Neighbourhood Watch Programme, developing and delivering Merton's Hate crime Strategy and supporting Merton Safer Neighbourhood Board(SNB).	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
To Support the Council's ambition to build community resilience by delivering Merton's Neighbourhood Watch Programme, developing and delivering Merton's Hate crime Strategy and supporting Merton Safer Neighbourhood Board(SNB).	Build resilient communities
	Create a great place to grow up and live in
	Bridge the gap and reduce inequalities

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	Frequency	Polarity
Total Number of Neighbourhood Watches	473	Red	470	480	490	500	Quarterly	Benchmark

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Co-ordinate the Neighbourhood Watch scheme.	ongoing	ongoing
Project / activity 2	Support the Safer Neighbourhood Board (meetings quarterly) - managing the SNB grant and the commissioning or projects.	ongoing	Mar-22
Project / activity 3	Establish and oversee the delivery of the Hate Crime Strategy, the running of the Hate Crime Steering Group (meets quarterly), the hate crime drop in surgeries and the further development of the 3rd party reporting scheme. Have due consideration of the community tensions and increase in hate crime as a result of Brexit and COVID-19.	ongoing	ongoing

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Funding for the SNB ceases - therefore Safer Merton unable to continue to support the SNB as it currently does.	Exit plan in place, continued dialogue with MOPAC in relation to the funding
Lack of community participation in Neighbourhood Watch.	Continued promotion of the benefits of Neighbourhood Watch in local areas and continued engagement with the members
Unable to door knock and establish NHD watches due to COVID.	Monitor and report the impact of COVID-19 via the performance reports - consider alternative engagement methods for example letter/leaflet drop/online registration

Impact on the customer/end user

- Communities are more engaged and working in partnership with the council and the police to prevent and detect crime
- Burglary hotspot areas are targeting for increased Neighbourhood Watch Schemes
- Safer Merton contribute towards the council's ambition to strengthen community resilience
- victims of hate crime are able to access advise and support from across the partnership

Partners / interdependencies

- Partnership engagement in the hate crime steering group and one stop shop
- police support to respond to hate crime incidents reported and setting up of the Neighbourhood watches

Service Objective 6: To develop a co-ordinated and partnership response to violence.	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
To develop and co-ordinate the boroughs multi-agency approach to violence reduction. Developing a multi-agency plan, strategic approach, securing funding, commissioning projects and actively contributing towards the South West BCU approach to Violence Reduction.	Maintain a clean and safe environment
	Create a great place to grow up and live in

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	Frequency	Polarity
N/A								

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Establish and co-ordinate delivery of the Merton Violence Reduction Plan	Sep-20	Apr-22
Project / activity 2	Actively participate in the SWBCU Violence Steering Group and other partnership forums responding to violence including Youth Crime Justice Board, Integrated Offender Panel, Children and Young Peoples Panel, MARVE	Sep-20	Ongoing
Project / activity 3	Secure relevant funding (LCPG, VRU) and commission services to support activities in the violence reduction plan	Ongoing	Ongoing

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Lack of wider council and partnership support to deliver on the violence reduction plan	Steering group in place to monitor delivery of the plan and provide 6 monthly progress reports to the Safer & Stronger Executive Board

Impact on the customer/end user

- Multi-agency and public health approach delivered to tackle violence, supporting victims and addressing offending behaviours
- Increased community engagement, raising awareness and business engagement to prevent and deter violence

Partners / interdependencies

- joint working with Children, Schools and Families imperative
- strong partnership working across the criminal justice agencies and the SSEB members required
- Teams and agencies delivering on the actions they have committed to as set out in the violence reduction plan
- participation at the SWBCU Violence Steering Group as and when required
- information sharing, both slow time and fast time to manage short, medium and long term risk and target resources effectively

Service Objective 7: To manage and deliver an efficient CCTV service.

		Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the
To manage Merton's CCTV service, ensuring compliance and that all technical capabilities are operating effectively.		Maintain a clean and safe environment
		Statutory requirement

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	Frequency	Polarity
% public realm cameras working at all times	97.64	Red	98%	98%	98%	98%	Quarterly	Benchmark

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Day to day management of the CCTV Service. Ensure maintenance contract is in place and regular maintenance of system software and hardware.	ongoing	ongoing
Project / activity 2	Clear plan in place to deliver on the capital investment programme 2021-2023.	Dec-20	Mar-21
Project / activity 3	Effective engagement with the police and other relevant partners for incident management, identification and reporting.	ongoing	ongoing

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Impact of COVID on the ability to deliver on capital works on schedule	Clear project management in place with risks, issues and impact logged
Impact of COVID-19 on staffing levels	Monitored via Sitreps

Impact on the customer/end user

• Specific public places receive CCTV coverage
• insurance claims can continue to be processed where footage is requested
• The service continues to secure evidence to support police investigations
• The service continues to identify incidents of environmental crime - fly tipping, flyposting etc.

Partners / interdependencies

• Police radio dependency and ongoing good partnership working and communications with the police
• IT and facilities management to ensure service software, hardware and control room operates effectively
• Future Merton input in the planning for the capital investment programme B157-Suppliers of maintenance remain in place, remain accessible and able to be deployed swiftly to fit faults
• Virgin and BT network suppliers provide an efficient service to keep network operating at full capacity
• Technical consultants are available to support the upgrade.

People

• Ensuring access to training, coaching and mentoring to further develop staff skills in project management, management of grant funding, developing partnership strategies and neighbourhood action plans to respond to crime and ASB;

• To meet future demand, further developing staff skills to ensure competency in preparing case files for pursuing enforcement action in the courts;

• All Safer Merton staff are able to work from home - as long as they have access to internet and can connect to the council IT, Office 365 and the Ecins case management platform (web based);
• As a result of smarter working the service is able to increase the use of the existing space by providing a base for the domestic violence IDVA service;

• Staff learning and development plans will consider areas for improving the use of IT platforms such as teams, zoom and other platforms that enable collaborative working, interactive community engagement and consultation.

Technology

• We are involved in the roll out of the new GIS system for the Council and will be accessing the new system as it becomes available. We have already used it to support the PSPO and upgraded the laptops of the analysts to support the software and analytical needs of the service;

• The OWL messaging service is a platform used for pushing messages out to Neighbourhood Watch and works on the basis of residents signing up to receive community safety messaging. This platform comes at a cost, if the budget was available it would be a good system to secure -however the future of the providers of OWL is dependent on the support they get across London and MOPAC. Currently using excel and emails is causing IT issues and increased officer time to complete the task;

• The CCTV Capital programme for 2021/2022 and 2022/2023 will require input from IT;

• We require continued use of the ECINS case management platform - Safer Merton have purchased the system which is accessible across the council and partnership for multiple purposes and is value for money - further investment in the additional tools offered with the system would be of benefit for example the automated referral system for case panels such as domestic violence, integrated offender management, rough sleepers - we are not currently using this system to its full capacity.

Service improvement

Using Ecins to its full capacity
We require continued use of the ECINS multi-agency case management platform. Safer Merton have purchased the system which is accessible across the Council and partnership for multiple purposes and is value for money, with no additional cost to additional users. Further investment in the extra tools offered with the system would be of benefit for example the automated referral system for case panels such as domestic violence, integrated offender management, rough sleepers, or the public facing forms increasing the 'self-service' function. The system is not currently being used to its full capacity.

Strategic Crime Needs Assessment and evidence base to inform local priorities
Completing an annual strategic crime needs assessment is a statutory duty under the Crime and Disorder Act 1998. Further improvement on the production of this assessment could ensure that wider council data is incorporated into the assessment for example environmental crime (fly-tipping), rough sleeping and wider issues that impact on crime and ASB or areas where the input of the criminal justice agencies (Community Safety Partnership) can assist in the reduction of demand on Council services.

Compliance with Section 17 of the Crime and Disorder Act 1998
A Council wide section 17 audit could also assist in enabling the partnership but more specifically the council to assess how the Council complies with Section 17 of the Act, identifying gaps, good practice.

Compliance with the Surveillance Camera Code of Practice and securing accreditation
A review/self-assessment on how we use CCTV, body worn cameras (surveillance) across the council and compliance with the Surveillance Camera Commissioners Code of Practice would be of benefit to inform any future improvement plan, reduce the risk of the council being non-compliant. It would also provide reassurance to communities that the public space CCTV is well managed. This review would be for all services using CCTV whether directly by the council or by commissioned services, as the Council is ultimately responsible for ensuring compliance of the surveillance camera code of practice. Working towards certification for third parties or for the local authority would be a positive step in this direction.

There is scope to consider a make/buy/share review for the CCTV service. Initial scoping took place in 2019/2020 . It would be of benefit to review the scoping that took place and refresh/conduct the make/buy/review of the service.

Financial Summary - Safer Merton							

MTFS saving to be implemented for 2021/22 relating to Service restructure across Safer Merton and CCTV.

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Expenditure	**1,593**	**1,643**	**1,540**	**55**	**1,575**	**1,579**	**1,583**	**1,588**
Employees	789	738	760	(32)	745	745	745	745
Premises	3	12	3	8	3	3	3	3
Transport	1	2	1	0	2	2	2	2
Supplies & Services	296	329	293	79	301	305	309	314
3rd party payments	16	0	0	0	0	0	0	0
Transfer payments	0	0	0	0	0	0	0	0
Support services	325	399	320	0	351	351	351	351
Depreciation	163	163	163	0	173	173	173	173
Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Income	**418**	**366**	**204**	**(45)**	**208**	**208**	**208**	**208**
Government grants	0	31	0	0	0	0	0	0
Reimbursements	418	332	199	(45)	203	203	203	203
Customer & client receipts	0	3	5	0	5	5	5	5
Recharges								
Council Funded Net Budget	**1,175**	**1,277**	**1,336**	**10**	**1,367**	**1,371**	**1,375**	**1,380**
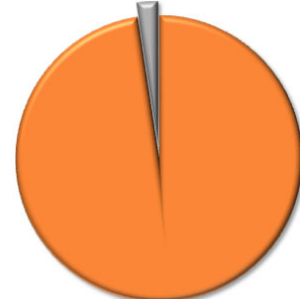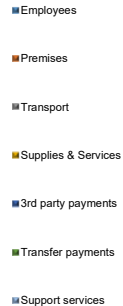
Capital Budget £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
CCTV & Networks		49	150	0	699	480	0	0
	0	**0**	**150**	**0**	**699**	**480**	**0**	**0**

2020/21 Expenditure

- Employees
- Premises
- Transport
- Supplies & Services
- 3rd party payments
- Transfer payments
- Support services

2020/21 Income

- Government grants
- Reimbursements
- Customer & client receipts

Summary of major budget etc. changes
2021/22
ENV2021-06 = (£35k) - Service restructure across Safer Merton and CCTV.
2022/23
2023/24
2024/25

Service Manager:	*Charles Baker*		Cabinet Member:	*Covers a range of portfolio holders*

Overview of the service

Provide a brief overview of your service and the outcomes it seeks to provide for residents/service users, including any statutory duties that impacts on this

Merton Transport Services procure, manage and control the safe management of the council's fleet of vehicles for approximately 26 different internal customers. This includes Parking, Environmental Enforcement, Bailiffs and the Passenger transport fleet. The costs for these vehicles are met via an SLA with each operating unit.

PASSENGER TRANSPORT - Our current key passenger customers are vulnerable adults and special educational needs children. It is important to note that we have no direct contract with the customers as the service is managed and commissioned through C&H and SEN who allocate the work schedules.

The client group is made up of extremely vulnerable children and adults for whom not travelling is not an option. Their abilities and physical challenges mean that in many cases they are unable to make use of conventional transport provision.

In addition to the core services, our Passenger Transport team also provide transport on an ad hoc basis for schools and other establishments, and a self–drive facility for youth services, and other authorised bodies, such as scouts (note that under section 19 regulations, we are unable to extend this service and operate on a commercial basis).

NOTE: Passenger Transport and Fleet services are two separate departments and are not an integrated function.

Merton's ambitions

It is important that the activity in your service plan has a clear link to helping achieve the council's overall ambitions. Please consider these ambitions when developing your plan and ensure that activity and projects are matched against them:

Support our most vulnerable residents of all ages
Maintain a clean and safe environment
Create a great place to grow up and live in
Build resilient communities
Bridge the gap and reduce inequalities
Continuously improve

What do we need to do?

In developing your plan it is important to understand the wider context in which the service and the council operates. Please refer to Merton Data as a tool to help you understand the present and future demands on your service and the views and needs of its customers. This should be combine d with local intelligence held by your service.

Merton Data   **The Merton Story**

Customer Insight	Data and intelligence	National / Regional policy implications	Working to be London's Best Council
Fleet and Passenger Transport is a high performing service with a high level of customer satisfaction (97%).	Current evidence suggest that the number of pupils with Special Educational Needs is also rising, with SEN statements / EHC plans rising by an estimated increase of 127% compared to a general child population increase of around 2%. The SEN Needs Analysis demonstrates that the rate of increase has been greater in recent years and is predicted to continue. This has already resulted in significant pressure on the Transport Service. Against this, it is anticipated by SEN that there will be an increase in the uptake of direct payments by the families of new clients, which will impact on the numbers of clients being provided transport by MTS. This will require greater partnership working with Children's Schools & Families (CSF) and Communities and Housing (C&H).	Following the award of contract to Veolia in April 2017 for the operational management of waste collection and street cleaning, approximately 50% of the council's fleet has been novated to the new contractor along with the workshop facility. As a result of this the service no longer holds a Freight Operator's Licence and the retained Passenger transport service operates under Section 19 permit. It is important to note that this restricts the service from providing additional commercial activities.	Following the award of contract to Veolia in April 2017 for the operational management of waste collection and street cleaning, approximately 50% of the council's fleet has been novated to the new contractor along with the workshop facility. As a result of this the service no longer holds a Freight Operator's Licence and the retained Passenger transport service operates under Section 19 permit. It is important to note that this restricts the service from providing additional commercial activities. Our aim is become London's best Council run passenger transport service. This will be achieved by ensuring we provide a viable, reliable and cost effective alternative to external taxi commissioned journeys on behalf of CSF and C&H. As demand for our service increases we will need to work on strengthening these relationships and look at maximising our shared resource to improve our service offer.

Where are we now?		
Objectives from the last service plan refresh:	**Progress made against objectives:**	**Close / carry forward?**
Undertake a business case to assess the benefits of vehicle tracking and route optimisation.	In progress - Soft market testing completed and procurement in progress being led by Corporate services (IT).	Carry forward
Undertake a vehicle replacement programme including a review of shared / pool vehicles. This will take into account the findings / recommendations of the parking review.	On hold, awaiting outcome of staff travel review and use of pool vehicles . Infrastructure not in place to support switch to electric vehicles.	Carry forward
Undertake a joint review of the current service offer provided to SEN and C&H	Completed - Passenger transport operations review undertaken , supported by external consultant EDGE. Recommendations being assessed and key action points to be undertaken in partnership with CSF and C&H.	Close

How will we get there?								
Try to limit this to no more than around 5-7 key objectives. This section should be reviewed if there are any significant changes in direction during the year. Changes can be noted along with the reasons for and implications of the change. When you review this, look for opportunities, insights, or risks that have emerged.								

Service Objective 1

Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions

Ensure service performance indicators are monitored, reviewed and delivered within Budget and agreed time frame.	Continuously improve
	Create a great place to grow up and live in

Performance Measures

Indicator	*2019 / 20 Actual*	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	Frequency	Polarity
% Client User Satisfaction	100%	Green	97%	*97%*	*97%*	97%	97%	Annually	High
Average % passenger vehicles in use	89%	Green	85%	*85%*	*90%*	90%	95%	Annually	High
% in-house journey that meet timescales	93%	Green	85%	*85%*	*90%*	90%	95%	Annually	High
Sickness - average days per FTE	37.88	Red	9.5	*9*	*9*	9	9	Monthly	Low

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Vehicle utilisation (Passenger Transport Fleet) to assess level of occupancy and spare capacity in the service per route.	*Jan-21*	*Apr-22*
Project / activity 2	Procure new route optimisation software.	*Oct-20*	*Apr-22*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
None identified.	

Impact on the customer/end user

Revised SLA with our customers increasing journey times to and from SEND schools.

Partners / interdependencies

Service Objective 2

Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions

Monitor advancement in alternative fuel technologies and ensure vehicle replacement programme recognises the Councils desire for a full electric Fleet by 2030.	Continuously improve
	Maintain a clean and safe environment

Performance Measures

Indicator	2019 / 20 Actual	RAG	*2020/21 Target*	*2021/22 Target*	*2022/23 Target*	*2023/24 Target*	*2024/25 Target*	Frequency	Polarity
% of council fleet using Diesel fuel	88%	Green	80%	*Target to be agreed subject to financial investment*				Annually	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Project / activity 1	Assess the viability of lease hire arrangements which supplier responsible for upgrading new fleet with most financially practical fuel source as advancement in technology improve and reduce in cost.	*Jun-21*	*Apr-22*
Project / activity 2	Capital programme for depot / Car park refurbishment to upgrade new charging points.	*Sep-21*	*Apr-22*

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*
Financial - Current estimate cost of in excess of £3m for Garth Rd substation.	Review approach on how we prioritise our carbon agenda and allow for net carbon solutions to be awarded as part of new procurement strategy.

Impact on the customer/end user

This should have minimal impact on the customer in terms of service use, but will have long term benefits on air quality in the Borough.

Partners / interdependencies

Highlight any interdependencies where other council services or partner organisations are linked to the delivery of this objective. If referring to another council service, please include the name of the team and department.

People
The Public Space Division is undergoing a transformational change across all areas and will be underpinned by a divisional restructure.

The focus of the restructure is to ensure that we build greater resilience in the service along with identifying any skills gap which may be identified and relevant training and development support provided to staff and Teams where appropriate.

The review of the structure will bring together, under one central management function, both Fleet Services and Passenger Transport and in doing so supports any future proofing of the service as it work streams are aligned with the needs of SEND and C&H. Our staff are our greatest asset and will need to adapt and grow to new ways of working. |

Technology
The IT and Business Improvement Team will play a major role in working with the suppliers to ensure the IT element of the Transport Logistic & Fleet Maintenance systems are installed to enable us to utilise the technology elements of the systems (TRACKING).

Work is already in progress in ensuring that the service as a fit for purpose routing system. The current Corporate IT offer is fit for purpose and meets the core needs of the management function of the service. Moving forward, access to Google Docs will be required as the service looks to integrate its direct reporting functionality with our work shop service providers IT systems. |

Service improvement
Following the external review of our Passenger Transport Operations there are identified opportunities to integrate our service function further with SEND and C&H by the creation of an Integrated Travel Unit (ITU) which would give overall responsibility for all activities from 'assessments through to operational delivery under one team. The aim would be to create clear and overall accountability for all travel cost in terms of effect assessments and value for money delivery.

				Financial summary - Transport Services				

No significant changes currently built into the MTFS.

DEPARTMENTAL BUDGET AND RESOURCES

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Expenditure	**3,891**	**3,935**	**3,929**	**(382)**	**3,818**	**3,818**	**3,818**	**3,818**
Employees	1,551	1,551	1,579	(142)	1,476	1,476	1,476	1,476
Premises	33	28	33	(6)	36	36	36	36
Transport	1,013	1,012	1,013	(190)	975	975	975	975
Supplies & Services	30	59	30	(9)	29	29	29	29
3rd party payments	260	217	260	(35)	262	262	262	262
Transfer payments	0	0	0	0	0	0	0	0
Support services	695	759	704	0	729	729	729	729
Depreciation	309	309	310	0	311	311	311	311

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Income	**3,949**	**3,920**	**3,929**	**258**	**3,818**	**3,818**	**3,818**	**3,818**
Government grants	0	0	0	0	0	0	0	0
Reimbursements	158	177	158	257	158	158	158	158
Customer & client receipts	3,791	3,743	3,771	1	3,660	3,660	3,660	3,660
Recharges								
Reserves								
Capital Funded								
Council Funded Net Budget	**(58)**	**15**	**0**	**(124)**	**0**	**0**	**0**	**0**

Capital Budget £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Fleet Vehicles		38	374	0	550	300	300	300
Alleygating		8	24	(14)	24	24	24	24
		46	398	(14)	574	324	324	324

2020/21 Expenditure

- Employees
- Premises
- Transport
- Supplies & Services
- 3rd party payments
- Transfer payments
- Support services
- Depreciation

2020/21 Income

- Reimbursements
- Customer & client receipts

Summary of major budget etc. changes

2021/22

2022/23

2023/24

2024/25

Service Plan for : Waste Management & Cleansing	
Service Manager:	*Charles Baker*
Cabinet Member:	*Councillor Natasha Irons*

Overview of the service

Provide a brief overview of your service and the outcomes it seeks to provide for residents/service users, including any statutory duties that impacts on this

The London Borough of Merton is a Principle Litter Authority with a statutory duty under the provisions of the Environmental Protection Act 1990 to ensure that 'relevant land in its area is, so far as is practicable, kept clear of litter and refuse.'

The Council also has a statutory duty under the Environmental Protection Act 1990 to collect household waste and a Duty of Care to handle waste responsibly but they also have a range of other responsibilities which specifically relate to municipal waste.

One of the key pieces of legislation is the Waste Framework Directive 2008 which sets the basic concepts and definitions related to waste management, such as definitions of waste and recycling and a legally-binding five step waste hierarchy.

The Waste Framework directive also requires councils to provide separate collection of paper, plastics, metal and glass. In England, separate collections are required where they are technically, environmentally and economically practicable (TEEP) and appropriate to meet the necessary quality standards for the relevant recycling sectors.

The Waste Services Team have undergone a significant level of change in recent years. We have moved away from providing these services in-house and now focus on the commissioning and contract management / facilitating of the services which we provide for our customers.

Our aim is to ensure that Merton is a great, sustainable place to live with clean streets and an efficient waste collection service supported by sustainable waste disposal arrangements. This is achieved by fulfilling the Council's statutory responsibility in respect to waste collection, street cleansing and the associated disposal of all waste streams.

We are working towards improving our customer experience in reporting of service requests online and via the promotion of mobile applications. The recent dynamic change in how people work and the increase in home working has put an increased demand particularly on the waste collection service and there is an associated increase in domestic waste and recycling production.

The service will have to adapt to keep pace with changing demands and pressures and in particular to meet the demand and Corporate targets to maintain and increase recycling rates and work toward developing opportunities to improve these outcomes.

Merton's Ambitions

It is important that the activity in your service plan has a clear link to helping achieve the council's overall ambitions. Please consider these ambitions when developing your plan and ensure that activity and projects are matched against them:

Maximising efficiencies through co-ordinated partnership working

Ensuring services represent value for money and meet the needs of residents and businesses

Holding those to account who choose to dispose of their waste and litter irresponsibly

Look for areas of commercial opportunity.

Create a great place to grow up and live in

Build resilient communities

Bridge the gap and reduce inequalities

Continuously improve

What do we need to do?

In developing your plan it is important to understand the wider context in which the service and the council operates. Please refer to Merton Data as a tool to help you understand the present and future demands on your service and the views and needs of its customers. This should be combined with local intelligence held by your service.

Merton Data | | **The Merton Story** |

Customer Insight	Data and intelligence	National / Regional policy implications	Working to be London's Best Council
The new waste collection service which was introduced in Oct 2018 impacted on every household in the borough and was one of the biggest changes in waste collection our residents have experienced in recent history with approximately 74% of households experiencing a change in the day of collection.

There are currently c 68,000 kerbside properties which receive the new waste collection service resulting in an average of 680,000 collections per month (excluding garden waste). In addition to this there are c 16,000 flats, each receiving a weekly communal collection amounting to 128,000 collections per month.

The Service works with the Planning Team to issue a growing number of Houses of Multiple Occupancy (HMOs) with Waste Certificates and ensure that suitable waste collection arrangements are in place to cope with the additional waste that arises from such housing arrangements. | Merton has a population of 211,787. By 2030 the population is predicted to be 224,502 (source: https://data.merton.gov.uk/population/). To meet this growth the service is expecting an additional 1,328 new homes to be built each year. We anticipate that the majority of new homes built will be flats or houses of multiple occupancy and serviced by communal collections. These properties are historically challenging to manage in regards to resident engagement and participation in our recycling services.

The predicted increased population and anticipated increased number of communal collections will put considerable pressure the borough's waste collection service and additional financial pressure associated with the additional cost of disposal for which we have a statutory duty to provide.

The street cleansing service needs to maintain all public roads of which there are 1,482 including the Public Rights of Way (PROW) to the required standard. The Neighbourhood Team work to a Target Operating Model to ensure that each street is inspected a minimum of once a month. This information is reported in a weekly dashboard and monthly report and is utilised by the Client Team to discuss with Service Providers and utilise the intelligence to ensure that resource is targeted to the areas that require it the most. | The Authority has a legal duty under the Environmental Protection act 1990 to collect household waste and keep our land free of refuse and litter including fly tipped material from public land.

The Waste (England and Wales) Regulations 2011 (as amended 2012) are designed to implement the requirements of the EU Waste Framework Directive; Article 4 applies to the handling and processing of certain recyclable materials. The essence of the Directive is to ensure that materials collected as recyclables, are indeed recycled, and do not find their way into landfill or are disposed of in another way.

The Directive and the Regulations which translate that into law have therefore introduced what is known as TEEP. "Technically, Environmentally and Economically Practicable"

In forming a judgement about the type of collection methodology that should be used, a TEEP analysis has been undertaken to demonstrate whether it is necessary to implement any changes to the collection arrangements to ensure the authority complies with the new directive.

As part of the Mayor of London's Environment Strategy, all London authorities have been tasked with completing a Reduction and Recycling Plan (RRP) covering the period April 2018 – March 2022 which sets out how the councils aims in achieving the Mayors recycling target. (50%) The supporting strategy sets out objectives, targets and policies for the effective management of London's municipal waste and to accelerate the transition to a circular economy.

In line with this requirement we have produced a Reduce and Recycling Plan (RRP) for Merton which illustrates our reduction and recycling targets that contribute to the Mayor's London-wide targets. This was approved by the Mayor in March this year.

The service has worked to produce a business continuity plan and business recovery plan particularly in light of the Covid-19 pandemic. The Service continues to keep up-to-date with Government Guidance and regulation and ensure compliance. | With the growing financial pressures placed on Local Authorities the one thing that will remain constant will be the need to change. We will need to look across all services and identify new initiative ways of working and redesign services with the residents at the heart of the design process.

This can be achieved through our vision and values. We will build, with our residents and partners, a sustainable community; dynamically positioning the directorate within the different communities to understand their needs and support them from an informed position. A greater sense of inclusiveness and belonging, building a larger cohort of engaged employees and residents.

Engaging and energising local communities will be indispensable when it comes to developing a sense of ownership in local decision-making and service delivery. Standards will be maintained / improved through peer pressure and engagement from residents rather than through micro management of functions provide by the authority.

In order to achieve our vision, our relationship with our residents and partners will be tested. We currently operate within a parent / child relationship with our residents in which the authority takes the lead role in providing all required services. Moving forward this relationship will change. Residents engage with what they feel part of and value what they help to build.

We have a proven track record of implementing change at a strategic level and at a structural level (organisational) including process/ operational change. The challenge now for the team will be to understand the impact at a cultural level (personal change) we have historically focused on supporting individuals through the change process and outplacement support when people have been required to leave the organisation. Moving forward we all have choices and those that elect to be part of this journey need to understand the challenges that we face and the high expectations required at both a team and individual level.

As the directorate continues to shrink our human resource become a high valuable asset to manage. We will need to move away from a command and control style of management and structure, moving towards a transformational style of leadership that empowers proactive teams. |

	Where are we now?	
Objectives from the last service plan refresh:	**Progress made against objectives:**	**Close / carry forward?**
Undertake a review of current disposal arrangements and develop a new commissioning and procurement plan for each of the waste streams in partnership with the South London Waste Partnership (SLWP).	Refuse - Completed. Recycling - Completed. Food and Garden waste - Soft Market testing has now been completed for both Garden waste and food waste processing options. Findings suggest that there are no local facilities within the boundary of the Partnership boroughs and as such these waste streams will require haulage and bulking facility as part of the specification requirements.	Carry forward
Following the implementation of the new waste collection service and introduction of a new containers recycling , undertake a review of the Neighbourhood Recycling sites to ensure that they continue to provide a valued service and meet the needs of our customers.	Completed.	Close
Undertake a commissioning review of the external enforcement arrangements (make or buy review) taking into account the wider scope of shared enforcement activities.	Soft market questionnaire completed and findings documented. nternal stakeholder engagement completed and scoping requirements have been shared across all departments OPG. Procurement - Project team established and tender documents being finalised.	Carry forward
Public Space Improvement Programme - LOCALISED IMPROVEMENT PLAN Implementation of a depot in the East of the Borough to support the efficiencies within the street cleansing service.	Strategic SCIL bid for Capital Improvements has been approved subject to further revenue clarifications and lease agreements. Due to go to Cabinet in Nov 2020	Carry forward
Public Space Improvement Programme - FLATS ABOVE SHOPS.	Strategy report and approach agreed by DMT (sept 2020) Project team has been established in partnership with representation from Veolia (Service Provider).	Carry forward

How will we get there?
Try to limit this to no more than around 5-7 key objectives. This section should be reviewed if there are any significant changes in direction during the year. Changes can be noted along with the reasons for and implications of the change. When you review this, look for opportunities, insights, or risks that have emerged.

Service Objective 1 STREETS	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
To ensure that within the agreed financial envelope the key performance indicators are monitored and delivered in line with the assigned frequency.	Maintain a clean and safe environment
	Create a great place to grow up and live in
	Continuously improve

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target		2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
% of sites surveyed on local street inspections for litter that meet the required standard (Monthly) and quarterly in line with NI195 reporting	86%	Red	87%	87%		87%	87%	87%	Monthly	High
% of street cleansing reports rectified within the contract standard time frame	N/A - New indicator for 2020-21	Does Not Apply	90%	90%		90%	90%	90%	Monthly	High
% of Sites surveyed that meet the required standard for weeds	91.71%	Green	90%	90%		90%	90%	90%	Quarterly	High
% of Sites surveyed that meet the required standard for detritus	80.43%	Green	80%	80%		80%	80%	80%	Quarterly	High
% of Sites surveyed that meet the required standard for graffiti	93.85%	Amber	95%	95%		95%	95%	95%	Quarterly	High
% of Sites surveyed that meet the required standard for flyposting	99.01%	Green	97%	97%		97%	97%	97%	Quarterly	High
% residents satisfied with street cleanliness	No Residents Survey in 2019-20	Does Not Apply	57%	57%		57%	57%	57%	Biennially	High
% of fly tips removed within 24 hours	85.46%	Red	95%	95%		95%	95%	95%	Monthly	High
No. of fly tips in streets and parks recorded by Contractor	13,047	Red	12,900	12,900		12,900	12,900	12,900	Monthly	Low

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Fly Tipping Action Plan	The action plan is a live document which provides the project team with the agreed work schedule design to address the growing demand on our services through the increased level of fly tips as highlighted within the services Fly tipping strategy	Ongoing	Ongoing
Flats Above Shops Project	Key work stream project governed by the Cleaner Merton Programme	Aug-20	Mar-22
Environmental Enforcement - Commissioning	Re procurement activity for external provider to provider greater resilience in addressing areas of environmental crime such as littering	Sep-20	Sep-21

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Resident Behaviour (Social and Economic) - areas of high deprivation links to increase levels of abandoned waste	The launch of our Fly Tipping Strategy
Reputational - Third party providers seen as a cash cow and residents fail to acknowledge their role in disposing of their waste correctly	New service provider will require to deliver on areas of corporate and social responsibility . To under pin this any new contract will NOT incentivise the issuing of FPNs through a bonus scheme based on volumes .

Impact on the customer/end user

Please highlight the anticipated impact on the customer/end user of carrying out the activity in your service plan.

Partners / interdependencies

Cross divisional work streams including Safer Merton , external agencies (Police) and service providers (Veolia).

Service Objective 2 WASTE				Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions						

To ensure that within the agreed financial envelope the key performance indicators are monitored and delivered in line with the assigned frequency.

Create a great place to grow up and live in
Maintain a clean and safe environment
Continuously improve

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
No. of refuse collections including recycling and kitchen waste **(excluding Garden Waste)** missed per 100,000	72.5	Red	65	65	65	65	65	Monthly	Low
Resident satisfaction with the Household Re-use and recycling facility (Garth Road)	N/A - New indicator for 2020-21	Does Not Apply	75	75	75	75	75	Annually	High
% of Residents satisfied with refuse collection	No Residents Survey in 2019-20	Does Not Apply	73	73	75	75	75	Biennially	High
% of Household waste recycled and composted	42.89	Red	48	45%	50%	50%	50%	Monthly	High
Residual waste kg per household	500.43	Red	475	475	475	475	475	Quarterly	Low
% Municipal solid waste sent to landfill (waste management and commercial waste)	6%	Green	10%	6%	6%	6%	6%	Quarterly	Low
% residents satisfied with recycling facilities	No Residents Survey in 2019-20	Does Not Apply	72	72	75	75	75	Annually	High
Total waste arising per household (KGs)	876.35	Green	910	910	910	910	910	Quarterly	Low
% FPNs issued that have been paid	68.75%	Amber	70%	70%	70%	70%	70%	Monthly	High

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
Side Waste Minimisation Project	Focused engagement with residents who over produce general waste with low levels of recycling. Joint work stream with service provider in the Tagging of bins for repeat offenders.	Mar-21	On Going
Implement Neighbourhood Approach to Contract Monitoring	The Borough has been divided into 3 operational Neighbourhood, East , west and Central . Each neighbourhood has an associated team of Veolia operatives and an Environmental Manager overseeing and co-ordinating their work. This approach contributes towards building knowledge and a sense of pride amongst the neighbourhood team. The Environmental Managers become familiar with the requirements of the area and apply their resources accordingly.	Mar-21	On Going
Communication and engagement strategy	Work stream project which underpins the Cleaner Merton Programme of projects - Ensure an always on approach to communication and provide regular progress update to the Joint Waste Committee and relevant stakeholders.	Apr-19	On Going

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
Financial (Revenue) - Funding for projects and communication campaign.	

Impact on the customer/end user

Increase resident satisfaction.

Partners / interdependencies

Highlight any interdependencies where other council services or partner organisations are linked to the delivery of this objective. If referring to another council service, please include the name of the team and department.

Service Objective 3 - Public Space Project Governance				Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions						

Implement the Cleaner Merton Programme Board , and ensure all identified projects are resourced and deliver a notable and sustainable improvement for our residents.

Create a great place to grow up and live in
Maintain a clean and safe environment
Continuously improve

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
n/a									

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description	Proposed start date	Proposed end date
See individual work stream			

Potential barriers to achieving objective

Description of barrier	*Mitigating Actions*

Impact on the customer/end user

Partners / interdependencies

Service Objective 4 Disposal	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Undertake a review of our waste disposal arrangements and ensure suitable outlets are secured for each of the key waste streams collected.	Maintain a clean and safe environment
	Statutory requirement

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
n/a									

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description		Proposed start date	Proposed end date
Commissioning and tender exercise for Food and Garden waste	Partnership procurement for disposal processing facility to manage our food and garden waste including all bulking and haulage requirements.			

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
No Local facility within Partnership boundary large enough to manage total volume of waste.	Procurement - LOTTING strategy designed to encourage both local and international bidders designed to encourage in boundary suppliers and minimise haulage / transfer arrangements for out of borough providers.

Impact on the customer/end user

Partners / interdependencies

Service Objective 5 ENFORCEMENT	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Ensure the new environmental enforcement services is fully implemented and supported by robust contract management procedures including deployment plans and tasking orders.	Create a great place to grow up and live in
	Maintain a clean and safe environment
	Build resilient communities

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Frequency	Polarity
n/a									

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description		Proposed start date	Proposed end date
Stakeholder Engagement	Consultation		*Oct-20*	*Nov-20*
OJEU Published	Procurement		*Jan-21*	*Apr-21*
Contract award	Procurement		*Apr-21*	*Apr-21*

Potential barriers to achieving objective

Description of barrier	Mitigating Actions
None identified	

Impact on the customer/end user

Partners / interdependencies

Commercial and Legal services.

Service Objective 6	Corporate Ambition link (select from drop down) - each objective should contribute to at least one of the council's corporate ambitions
Waste and Street Cleansing Contractual Review (Phase C)	Continuously improve
	Maintain a clean and safe environment

Performance Measures

Indicator	2019 / 20 Actual	RAG	2020/21	2021/22	2022/23	2023/24	2024/25	Frequency	Polarity
n/a									

Projects / key activities to support the objective *(provide a brief description of any projects / key pieces of work that will enable you to meet the objective)*

Project / activity name	Description		Proposed start date	Proposed end date
Invitation to undertake dialogue with current service provider			*Sep-21*	Ongoing
Cabinet Approval - Recommendation / enforcement			*Sep-21*	Q2 2021

Potential barriers to achieving objective

Description of barrier	Mitigating Actions

Impact on the customer/end user

Partners / interdependencies

People

The Public Space Division is undergoing a transformational change across all areas and will be underpinned by a divisional restructure. Our staff are our greatest asset and will need to adapt and grow to new ways of working.

The focus of this is to ensure that we build greater resilience and flexibility in the service, along with identifying any skills gaps which may be identified and relevant training and development support provided to staff and Teams where appropriate. Both in house (where possible) and external training accessed (where required).

Technology

The current IT systems are designed to support office based staff and are not suited to work undertaken in the field. Our current reporting mechanisms are not user friendly and do not encourage our residents to report service issues on line. This results in a high-level of transactions being undertaken manually and many service users emailing team members directly.

The service is currently looking at existing mobile applications deployed by neighbouring councils, which will enable both residents and client officer to log service requests in real time support by GPS location pins to identify the exact location of the service request. In addition to this functionality any new application will be required to integrate directly with our own CRM system along with providing the management team with service reports, heat maps and response time summaries.

It is highly likely that working from home will become a much larger feature of working for London Borough of Merton. While much has been done to ensure IT accessibility for staff, if members of the Waste Team are to continue to work remotely, it is likely that additional IT equipment such as additional screens and lap top stands / docking stations will be required to ensure the health and wellbeing of staff working from home.

Training on the full capabilities of the current systems and any new systems will be required to ensure the efficacy of the Team.

Service improvement

The restructure will provide a business and development function which will aid in customer service, reporting, documenting and project management functions which will increase efficiency and efficacy of the service.

A new operating model and reporting for contract monitoring inspections has already been positively received and there is scope to increase this across additional elements of the contract.

The Cleaner Merton Programme will become the overarching mechanism for the delivery of service improvement projects, with a Strategic Board and project sponsors to increase transparency and accountability.

Financial summary - Waste Services

The section is currently experiencing a budget pressure in relation to the street cleaning and waste collection contract due to recharges for additional services being undertaken by the service provider. The contractual Annual Review process also has the potential to create future budget pressures. A budget pressure in relation to the Household, Reuse, Recycling Centre (HRRC) site also exists, not least as a result of extending the current contract, via a contract variation, in order to both minimise future costs and to align the contract period with the other SLWP boroughs.

Covid-19 has led to increased disposal costs as more residents work from home, but it is too early to predict any permanent impact.

A MTFS is to be implemented in 2021/22 relating to zero tolerance approach to littering and environmental offences.

DEPARTMENTAL BUDGET AND RESOURCES									Additional Expenditure Information

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Expenditure	**17,592**	**17,998**	**19,000**	**200**	**19,416**	**19,690**	**19,963**	**20,228**
Employees	800	832	804	(51)	831	831	831	831
Premises	113	28	11	8	11	11	11	11
Transport	198	201	203	3	92	95	98	101
Supplies & Services	14,602	14,980	16,436	244	16,731	17,000	17,267	17,526
3rd party payments	188	179	186	(4)	189	191	194	197
Transfer payments	0	0	0	0	0	0	0	0
Support services	314	401	299	0	322	322	322	322
Depreciation	1,377	1,377	1,061	0	1,240	1,240	1,240	1,240

Revenue £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Income	**3,487**	**3,734**	**4,420**	**351**	**4,492**	**4,492**	**4,492**	**4,492**
Government grants	0	0	0	0	0	0	0	0
Reimbursements	185	361	326	(5)	330	330	330	330
Customer & client receipts	3,302	3,373	4,094	356	4,162	4,162	4,162	4,162
Recharges			0		0	0	0	0
Reserves								
Capital Funded								
Council Funded Net Budget	**14,105**	**14,264**	**14,580**	**551**	**14,924**	**15,198**	**15,471**	**15,736**

Capital Budget £'000s	Final Budget 2019/20	Actual 2019/20	Budget 2020/21	Forecast Variance 2020/21 P8	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Waste Bins		730	30	0	0	0	0	0
Fleet Vehicles		0	35	0	55	340	0	0
Other		0	8	0	0	0	0	0
		730	73	0	55	340	0	0

Additional Expenditure Information

2021/22
ENV2021-09 = (£52k) - Zero tolerance approach to littering and environmental offences
Internal Debt Charge = £10k.

2022/23
Internal Debt Charge = £9k.

2023/24
Internal Debt Charge = £9k.

Section F

Medium Term Financial Strategy Savings 2021/25

F) SUMMARY: SAVINGS IN THE MTFS 2021-25

Department	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Total £000
Corporate Services	653	702	296	0	0	1,651
Children, Schools and Families	1,460	200	0	0		1,660
Environment and Regeneration	1,580	1,044	(425)	(525)		1,674
Community and Housing	2,541	1,359	0	0		3,900
Total	6,234	3,305	(129)	(525)	0	8,885
Cumulative total	6,234	9,539	9,410	8,885	8,885	

FYE Previous Years

Department	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
Corporate Services	266	216	196	0	0
Children, Schools and Families	810	0	0	0	0
Environment and Regeneration	501	89	0	0	0
Community and Housing	2,310	60	0	0	0
Total	3,887	365	196	0	0

FYE - Amendments to existing savings since Cabinet 4 March 2020

Department	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
Corporate Services	(620)	520	100	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
Total	(685)	510	175	0	0

New Savings 2021/22

Department	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
Corporate Services	1,007	(34)	0	0	0
Children, Schools and Families	650	200	0	0	0
Environment and Regeneration	1,144	965	(500)	(525)	0
Community and Housing	231	1,299	0	0	0
Total	3,032	2,430	(500)	(525)	0

CORPORATE SERVICES SAVINGS BY YEAR

Ref	Service	Description of Saving	Baseline Budget 14/15 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
2018-19 CS06	Resources	Miscellaneous budgets within Resources					
2018-19 CS07	Resources	Retender of insurance contract		25			
2018-19 CS08	Revenues and Benefits	Increase in income from Enforcement Service		15			
2018-19 CS12	Corporate Governance	SLLp - reduction in legal demand					
2018-19 CS15	Business Improvement	Policy & Partnerships - Reduce headcount from 4.6 to 3.6					
Total Corporate Services New Savings Cabinet December 2017				**40**	**0**	**0**	
2019-20 CS04	Policy Strategy & Partnerships	Reduce strategic partner grant by 10%			78		
2019-20 CS05	Registrars	Reduction in staff (FTE not yet calculated)					
2019-20 CS06	Revenues and Benefits	Reduction in staffing					
2019-20 CS07	Treasury	Increase in investment income					
2019-20 CS08	Insurance	Reduction in staffing					
2019-20 CS09	CHAS	Dividend					
2019-20 CS10		Recharges to Merantun Developments					
2019-20 CS11	Revenues and Benefits	Amend discretionary rate relief policy					
2019-20 CS12	Revenues and Benefits	Increase in Empty Homes Premium		16			
2019-20 CS13	Revenues and Benefits	Improved collection of HB overpayments					
2019-20 CS14	Legal Services	impose criminal litigation cap at 20k					
2019-20 CS15	Legal Services	reduce civil litigation legal support by 50%					
2019-20 CS17	Facilities Management	Closure of Chaucer centre					
2019-20 CS18	Facilities Management	Closure of Gifford House					
2019-20 CS19	Facilities Management	Reduction in the Repairs and Maintenance budgets					
2019-20 CS20	Facilities Management	Reduction in the energy 'Invest to Save' budget					
2019-20 CS21	Facilities Management	Phase 2 of the Flexible Working Programme		90			
2019-20 CS22	Facilities Management	Reduction in the frequency of the cleaning					
2019-20 CS23	Client Financial Affairs	means assessed charging scheme for appointeeships		30			
2019-20 CS24	HR Division	Realignment/redesign of HR services					
2019-20 CS25	HR Support	Charge for voluntary sector payroll					
2019-20 CS26	Procurement savings	Review of contract arrangements		120			
2019-20 CS27	Democratic services/electoral services	merge dem services and electoral services					
2019-20 CS28	Cash Collection	cash collection reduction		19	13		
Total Corporate Services New Savings Cabinet December 2018				**275**	**91**	**0**	
2020-21 CS1	Resources - Pension Fund	Right sizing charge for Pension Manager time	221				
2020-21 CS2	Resources - Insurance Fund	Savings in Insurance Fund top-up budget	716				
2020-21 CS3	Resources - Treasury	Increase in investment income	664				
2020-21 CS4	Revenues & Benefits	Housing Benefit - written off debt recovery	0	(120)			
2020-21 CS5	Customers, Policy & Performance	Reduction in various running costs	1,381				
2020-21 CS6	Customers, Policy & Performance	Community engagement - reduction in running costs	149				
2020-21 CS7	Customers, Policy & Performance	Staff reductions	2,192		75		
2020-21 CS8	Infrastructure & Transactions	Facilities Management - repairs and maintenance	286				
2020-21 CS9	Infrastructure & Transactions	Facilities Management - reduce cleaning frequency	286				
2020-21 CS10	Infrastructure & Transactions	Transaction Services - further restructuring	331	100			
2020-21 CS11	Infrastructure & Transactions	Commercial Services - restructure	323		50		
2020-21 CS12	Infrastructure & Transactions	Cancel leases on two vans	9				
2020-21 CS13	Corporate Governance	Corporate Governance AD - running costs	39				
2020-21 CS14	Corporate Governance	Information Governance - reduction in consultancy	15				
2020-21 CS15	Corporate Services - General	Miscellaneous savings - e.g. subscriptions	66	(29)			
2020-21 CS16	Corporate Services - General	Savings in consultancy costs	70				
Total Corporate Services New Savings Cabinet October 2019				**(49)**	**125**	**0**	
2018-19 CS05	Resources	Reduction in permanent staffing	418				
CSREP 2020-21 (1)	Resources	Savings in Insurance Fund top-up budget	716				
Total Corporate Services Replacement Savings Cabinet January 2020				**0**	**0**	**0**	
2019-20 CS18	Facilities Management	Closure of Gifford House and relocation of SLLP				69	
2019-20 CS17	Facilities Management	Closure of Chaucer Centre and relocation of teams				77	
2018-19 CS15	Business Improvement, P & P	Reduced headcount				50	
Total Corporate Services Deferred Savings Cabinet January 2020				**0**	**0**	**196**	
2021-22 CS01		Cash Collection Contract	129	23	0	0	0
2021-22 CS02		Corporately funded items (e.g. Supplies and Services)	477	75	0	0	0
2021-22 CS03		Realignment of Pension Added years budget	874	63	0	0	0
2021-22 CS04		Information Governance - Establish income grant budget for transparency agenda	0	13	0	0	0
2021-22 CS05		Contract savings and IT procurement	379	200	0	0	0
Total Corporate Services Savings Cabinet November 2020				**374**	**0**	**0**	**0**
2021-22 CS06	Facilities Management	Reduction in various running costs.	199	75	0	0	0
2021-22 CS07	Corporate Governance	Reduce running costs within Overall Members' Allowances Budget	740	11	0	0	0
2021-22 CS08	Corporate Governance	Electoral Services: reduced runnng costs due to canvass reform	159	10	0	0	0
2021-22 CS09	Corporate Governance	Legal Services: reduce affiliation, counsel and land registry fees	46	40	0	0	0
2021-22 CS10	Corporate Governance	Reduce AD budget running costs	15	6	0	0	0
2021-22 CS11	Resources	Review of shared Bailiff service with Sutton	(441)	40	0	0	0
2021-22 CS12	Resources	Miscellaneous savings within Resources (eg. Consultancy)	83	69	(34)	0	0
2021-22 CS13	Corporate	CHAS Dividend	1,723	260	0	0	0
2021-22 CS14	Corporate Governance	Local Land Charges - amend income budget for service to reflect net cost recovery	110	90	0	0	0
2021-22 CS15	Customers, Policy & Improvement	Customer Contact - Delete a post from Customer Contact	631	32	0	0	0
Total Corporate Services Savings Cabinet January 2021				**633**	**(34)**	**0**	**0**
2018-19 CS08	**Revenues and Benefits**	**Increase in income from Enforcement Service**		(20)	20		
2019-20 CS13	**Revenues and Benefits**	**Improved collection of HB overpayments and reduce Bad Debt Provision**		(500)	500		
2020-21 CS10	**Infrastructure & Technology Division - Transactional Services**	Further restructuring of the Transactional Services team		(100)	0	100	
Total Corporate Services Deferred Savings Cabinet November 2020				**(620)**	**520**	**100**	**0**
Total Corporate Services in MTFS 2021-25				**653**	**702**	**296**	**0**
Total Corporate Services in MTFS 2021-25 (cumulative)				**653**	**1,355**	**1,651**	**1,651**

CORPORATE SERVICES SAVINGS - Deferred Savings

	Ref	Description of Saving		Baseline Budget £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CSD7	**Division**	**Infrastructure & Transactions**	382	(47)	23	24	**L**	**L**	**SS2**
		Description	Restructure Post & Print section and delete 2 FTE posts.							
		Service Implication	The reduction in resources will increase the time taken to process both incoming and outgoing items of post, which may become critical during peak periods such as Council Tax billing.							
		Staffing Implications	Delete 2 FTE posts which will result in two staff redundancies.							
		Business Plan implications	None							
		Impact on other departments	Reduction in current level of service may impact some time critical processes.							
		Equalities Implications	None							
	CS2015-03	**Service Description**	Transactional Services Restructure of Transactional Services team	475	(100)	50	50	**L**	**M**	**SS2**
		Service Implication	Will increase the time taken to process payments and requests for new vendors to be set up on the financial system.							
		Staffing Implications	Up to 3 FTE posts deleted through voluntary/compulsory redundancy from an establishment of 13.3.							
		Business Plan implications	Existing BP targets will need to be revised to align with reduced resources							
		Impact on other departments	Will increase the time taken to process payments and requests for new vendors to be set up on the financial system.							
		Equalities Implications	TBA							
		TOM Implications	To be determined as the potential benefits of both the new financial and Social Care Information systems are currently unknown.							

CORPORATE SERVICES SAVINGS - Deferred Savings

	Ref		Description of Saving	Baseline Budget £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CS2016 -06	Service/Section	Customers Services							
		Description	Merton Link - efficiency savings	613	(30)	30		M	M	SNS1
		Service Implication	Efficiencies to reduce cost of service associated with expansion of service and introduction of new technology							
		Staffing Implications	None							
		Business Plan implications	In line with business plan							
		Impact on other departments	None							
		Equalities Implications	None							
		TOM Implications	In line with TOM							
			TOTAL		(177)	103	74			

Savings Type

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

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref		Description of Saving	Baseline Budget 17/18 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2018-19 CS01	Service/Section	**Infrastructure & Transactions - IT Service Delivery**					L	L	SP1
		Description	Revenue Saving associated with current MFD contract		150					
		Service Implication	None							
		Staffing Implications	None							
		Business Plan implications	None							
		Impact on other departments	None							
		Equalities Implications	None							
		TOM Implications	None							
	2018-19 CS02	Service/Section	**Infrastructure & Transactions - Facilities Management**							
		Description	Reduction in the level of building repairs and maintenance undertaken on the corporate buildings		100			H	M	SPROP
		Service Implication	The level of routine repairs, general maintenance works and							
		Staffing Implications	None							
		Business Plan implications	None							
		Impact on other departments	Yes and users of the buildings.							
		Equalities Implications	None							
		TOM Implications	May have some impact in terms of the overall condition of the Councils propoerty portfolio and backlo maintenance requirements.							

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref		Description of Saving	Baseline Budget 17/18 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2018-19 CS03	**Service/Section**	**Infrastructure & Transactions - Facilities Management**							**SNS1**
		Description	Adjust current Local Authority Liaison Officer (LALO) arrangements to require Assistant Directors to undertake the duties as part of their job description.	**33**	33			L	L	
		Service Implication	None							
		Staffing Implications	Removal of allowance to staff. Duties to be included in job decription of Assistant Directors							
		Business Plan implications	None							
		Impact on other departments	Will be Assistant Directors across all departments.							
		Equalities Implications	None							
		TOM Implications	None							

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref		Description of Saving	Baseline Budget 17/18 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2018-19 CS04	Service/Section	**Infrastructure & Transactions - Facilities Management**	630	36			L	M	SS2
		Description	Delete or full cost recovery of one post within FM							
		Service Implication	Possible if deletion of post							
		Staffing Implications	Possible1FTE							
		Business Plan implications	None							
		Impact on other departments	Schools							
		Equalities Implications	None							
		TOM Implications	None							
	2018-19 CS05	Service/Section	**Resources**		30			H	M	SS2
		Description	Reduction in permanent staffing							
		Service Implication	Efficiencies of new financial system when fully embedded should minimise effect on service							
		Staffing Implications	1 FTE							
		Business Plan implications	None							
		Impact on other departments	Increase in self service							
		Equalities Implications	None							
		TOM Implications	None							

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref		Description of Saving	Baseline Budget 17/18 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2018-19 CS06	Service/Section	Resources							
		Description	Miscellaneous budgets within Resources		0	17		L	L	SNS2
		Service Implication	None							
		Staffing Implications	None							
		Business Plan implications	None							
		Impact on other departments	None							
		Equalities Implications	None							
		TOM Implications	None							
	2018-19 CS07	Service/Section	Resources							
		Description	Retender of insurance contract			50	25	L	L	SP1
		Service Implication	Procurement saving with no effect on service							
		Staffing Implications	None							
		Business Plan implications	None							
		Impact on other departments	None							
		Equalities Implications	None							
		TOM Implications	None							

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref		Description of Saving	Baseline Budget 17/18 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2018-19 CS08	Service/Section	**Revenues and Benefits**							
		Description	**Increase in income from Enforcement Service**		100	20	15	L	L	SI2
		Service Implication	Increase in number of warrants received from ANPR contriventions							
		Staffing Implications	None							
		Business Plan implications	None							
		Impact on other departments	Increase in income for E & R							
		Equalities Implications	None							
		TOM Implications								
	2018-19 CS09	Service/Section	**Customer Contact**							
		Description	Reduction/rationalisation in running costs budgets across multiple budgets		35			L	L	SNS1
		Service Implication	None							
		Staffing Implications	None							
		Business Plan implications	None							
		Impact on other departments	None							
		Equalities Implications	None							
		TOM Implications	None							

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref		Description of Saving	Baseline Budget 17/18 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2018-19 CS10	**Service/Section**	**Revenues and Benefits**							
		Description **Service Implication**	**Reduction in staffing** Review of staffing structure within the section taking into account impact of universal credit, business rates retention, collection rates for all debt and welfare benefits.		60			L	M	SS2
		Staffing Implications	Approximately 2.0 FTE reduction							
		Business Plan implications **Impact on other departments** **Equalities Implications** **TOM Implications**	Will be reviewed depending on review							
	2018-19 CS11	**Service/Section**	**Corporate Services**							
		Description **Service Implication**	Restructure of management across Corporate Services Will impact significantly on level of support/service offered		400			M	M	SS2
		Staffing Implications	5-6 FTE senior managers							
		Business Plan implications **Impact on other departments** **Equalities Implications** **TOM Implications**	New ways of working and increased responsibilities Will require increase in self service and potential loss in customer satisfaction None							

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref		Description of Saving	Baseline Budget 17/18 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2018-19 CS12	**Service/Section**	**Corporate Governance**							
		Description	SLLp - reduction in legal demand			50		H	M	SS2
		Service Implication	Reduction in legal chargeable hours							
		Staffing Implications	Possible 1 lawyer							
		Business Plan implications	None							
		Impact on other departments								
		Equalities Implications	None							
		TOM Implications	None							
	2018-19 CS13	**Service/Section**	**Corporate Governance**							
		Description	Audit and investigations		50			M	M	SNS2
		Service Implication	Reduction in service days							
		Staffing Implications	Shared service							
		Business Plan implications	Reduce audit capacity and resource for criminal and civil enforcement							
		Impact on other departments	None							
		Equalities Implications	None							
		TOM Implications								

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref		Description of Saving	Baseline Budget 17/18 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2018-19 CS14	**Service/Section**	**Business Improvement - Business Systems**							
		Description **Service Implication**	M3 support to Richmond/Wandsworth Procurement is underway to refresh the system (M3) for managing manage Planning Applications, Building Control Applications and Land Charges Searches. The exercise is shared with the boroughs of Richmond and Wandsworth and it is envisaged that system support will be provided by Merton. Merton proposes to levy a charge to these boroughs for this support and absorb the additional work into the existing establishment, exploiting efficiencies and economies of scale.		20			M	L	SI2
		Staffing Implications	The relevant officers within the team will be deployed on system support across several boroughs. No reductions are proposed.							
		Business Plan implications	The work programme of the team will need to be tightly managed to ensure the additional demand is efficiently managed within the existin work arrangements and establishment.							
		Impact on other departments	No impact on other departments is envisaged.							
		Equalities Implications	None envisaged; a full EI will be undertaken.							
		TOM Implications	In line with TOM.							

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref		Description of Saving	Baseline Budget 17/18 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2018-19 CS15	Service/Section	**Business Improvement - Policy & Partnerships**	248		50		M	M	SS2
		Description **Service Implication**	**Reduce 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 generic working.							
		Staffing Implications	Deletion of one post							
		Business Plan implications	See service implications							
		Impact on other departments	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.							
		Equalities Implications	These are likely since staff are affected.							
		TOM Implications	Partnership working, objectives around improved use of data and objectives to improve preventative services within the VCS.							
			Proposed Savings	1,014	187	40				

DEPARTMENT: CORPORATE SERVICES NEW SAVINGS - BUDGET PROCESS 2018/19   **CABINET 10 DECEMBER 2018**

Panel	Ref		Description of Saving	Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2019-20 CS04	Service/Section	**Policy Strategy & Partnerships**	794				78	High	High	SNS2
		Description	**Reduce strategic partner grant by 10% (NOTE THIS CANNOT BE REDUCED UNTIL 22/23)**								
		Service Implication	This will reduce the level of service commissioned by the council/partnership through voluntary sector.								
		Staffing Implications	None								
		Business Plan implications									
		Impact on other departments									
		Equalities Implications	This will have an impact on affected groups and the services they deliver - these will need to be analysed for their effect on groups with protected characteristics.								
		TOM Implications									
	2019-20 CS05	Service/Section	**Registrars**	370		30			Low	Medium	SS2
		Description	**Reduction in staff (FTE not yet calculated)**								
		Service Implication	The removal of a number of functions by the Home Office that were provided through the Registration Service.								
		Staffing Implications	Reduction in staff (FTE not yet calculated)								
		Business Plan imlications									
		Impact on other departments	None								
		Equalities Imlications	A full EIA will need to be undertaken but this is likely to be relatively minor.								
		TOM Implications									

DEPARTMENT: CORPORATE SERVICES NEW SAVINGS - BUDGET PROCESS 2018/19   **CABINET 10 DECEMBER 2018**

Panel	Ref		Description of Saving	Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2019-20 CS06	**Service/Section**	**Revenues and Benefits**	1336		146			Medium	Medium	SS2
		Description	**Reduction in staffing**								
		Service Implication	Review of staffing structure within the section taking into account impact of universal credit, business rates retention, collection rates for all debt and welfare benefits. There will be service impacts as approximately 7% staffing reduction								
		Staffing Implications	Loss of 4 FTE								
		Business Plan implications	Potential drop in PI's, housing benefit processing days and collection rates for council tax and business rates and reduced sundry debt income								
		Impact on other departments									
		Equalities Implications									
		TOM Implications									
	2019-20 CS07	**Service/Section**	**Treasury**	759		20			Low	Low	SI2
		Description	**Increase in investment income**								
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
		TOM Implications	None								
	2019-20 CS08	**Service/Section**	**Insurance**	217		15			Low	Medium	SS2
		Description	**Reduction in staffing**								
		Service Implication	delay in claims handling								
		Staffing Implications	0.5FTE								
		Business Plan implications	The services may not be able to meet its key performance indicators.								
		Impact on other departments	Inability to provide equal and timely services to the other departments and this may impact on their deadlines/targets. May have to prioritise the services the team can provide with the limited resources and continuously increasing legislation and requirement for services (eg new housing company)								
		Equalities Implications									
		TOM Implications									

DEPARTMENT: CORPORATE SERVICES NEW SAVINGS - BUDGET PROCESS 2018/19

CABINET 10 DECEMBER 2018

Panel	Ref		Description of Saving	Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2019-20 CS09	**Service/Section Description**	**CHAS dividend**	0		460			Low	Low	SI2
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
		TOM Implications	None								
	2019-20 CS10	**Service/Section Description**	**Recharges to Merantun Developments**	0		75			Low	Low	SI2
		Service Implication	Corporate Services staff to provide services to subsidiary company								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	Reduction in service to departments due to Merantun workload								
		Equalities Implications	None								
		TOM Implications	None								
	2019-20 CS11	**Service/Section Description**	**Revenues and Benefits** **Amend discretionary rate relief policy**	524		75			Low	Low	SNS2
		Service Implication	Amend discretionary rate relief policy, £75k reduction in Merton share from 2019/20 and a further £75k from 2020/21. Reduce overall relief granted by £235k (£525k currently granted)								
		Staffing Implications	None								
		Business Plan implications									
		Impact on other departments									
		Equalities Implications	Some charities, sports clubs, education establishments and non profit making organisations will have a reduction in rate relief								
		TOM Implications									

DEPARTMENT: CORPORATE SERVICES NEW SAVINGS - BUDGET PROCESS 2018/19   **CABINET 10 DECEMBER 2018**

Panel	Ref		Description of Saving	Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2019-20 CS12	Service/Section Description	**Revenues and Benefits**	0	97	36	16		Low	Medium	SI2
			Increase in Empty Homes Premium for long term empty properties								
		Service Implication	From April 2019 the existing 50% premium charged on empty properties can be increased to 100%. Using October 18 data this will affect 166 properties								
		Staffing Implications	None								
		Business Plan implications Impact on other departments									
		Equalities Implications	Impact on existing owners of long term empty properties within the borough								
		TOM Implications									
	2019-20 CS13	Service/Section Description	**Revenues and Benefits**	0		500			Medium	Medium	SNS1
			Improved collection of HB overpayments and reduce Bad Debt Provision								
		Service Implication	HB overpayments have increased since 2014 and as a result additional income and subisdy received which also allows a reduction in bad debt provison								
		Staffing Implications	None								
		Business Plan implications Impact on other departments	None								
		Equalities Implications	Existing collection procedures protects and assists the most vulnerable reisdents								
		TOM Implications	None								

DEPARTMENT: CORPORATE SERVICES NEW SAVINGS - BUDGET PROCESS 2018/19   **CABINET 10 DECEMBER 2018**

Panel	Ref		Description of Saving	Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2019-20 CS14	Service/Section Description	**legal services budget** **impose criminal litigation cap at 20k**	1,252		20			Medium	Medium	SNS2
		Service Implication	reduce capacity in merton by 50% for enforcement prosecutions								
		Staffing Implications	non								
		Business Plan implications									
		Impact on other departments	environment and reg services								
		Equalities Implications									
		TOM Implications									
	2019-20 CS15	Service/Section Description	**legal service budget** **reduce civil litigation legal support by 50%**	1,252		45			Medium	Medium	SNS2
		Service Implication									
		Staffing Implications	possible 0.5 post if no work available elsewhere								
		Business Plan implications									
		Impact on other departments	risk that priority work may need to be funded at departments discretion e.g. contractual disputes or JR applications.								
		Equalities Implications									
		TOM Implications									
	2019-20 CS17	Service/Section Description	**Facilities Management** **Closure of Chaucer centre and relocation of operational teams at the Civic centre**	102		77			Medium	Medium	SPROP
		Service Implication	Loss of income generation from external lease arrangements and conference/meeting room facilities which could potentially be provide at other council venues.								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	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.								
		Equalities Implications	None								
		TOM Implications	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.								
	2019-20 CS18	Service/Section Description	**Facilities Management** **Closure of Gifford House and relocation of SLLP to the Civic centre**	69		69			Low	Low	SPROP
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
		TOM Implications	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.								

DEPARTMENT: CORPORATE SERVICES NEW SAVINGS - BUDGET PROCESS 2018/19

CABINET 10 DECEMBER 2018

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2019-20 CS19	Service/Section Description	**Facilities Management** **Reduction in the Repairs and Maintenance budgets for the corporate buildings.**	515		100			Low	Medium	SPROP
		Service Implication	The condition of the corporate buildings will deteriorate over time as planned improvement/upgrading works are deferred which will lead to an overall increase in 'backlog maintenance' requirements.								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
		TOM Implications	None								
	2019-20 CS20	Service/Section Description	**Facilities Management** **Reduction in the energy 'Invest to Save' budget for the corporate buildings.**	242		100			Low	High	SNS2
		Service Implication	Reduction in energy invest to save revenue budget will impact the FM teams ability to undertake small energy efficiency and improvement works within the corporate buildings that do not meet the requirements of capital funding.								
		Staffing Implications	None								
		Business Plan implications	Will impact on the councils ability to achieve its business plan target of reducing CO2 emissions from its buildings.								
		Impact on other departments	None								
		Equalities Implications	None								
		TOM Implications	None								
	2019-20 CS21	Service/Section Description	**Facilities Management** **Implement phase 2 of the Flexible Working Programme to generate additional vacant floor space and generate income from commercial lease arrangements.**	0			90		Low	Low	SPROP
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
		TOM Implications	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.								

DEPARTMENT: CORPORATE SERVICES NEW SAVINGS - BUDGET PROCESS 2018/19   **CABINET 10 DECEMBER 2018**

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2019-20 CS22	Service/Section Description Service Implication	**Facilities Management** **Reduction in the frequency of the cleaning within the corporate buildings** Reduce the frequency of cleaning within the corporate buildings from 5 to 3 times a week.	281		25			Low	Medium	SNS2
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
		TOM Implications	None								
	2019-20 CS23	Service/Section Description	**Client Financial Affairs** **Implement a means assessed charging scheme for appointeeships undertaken by the CFA team.**	0			30		Medium	Low	SI1
		Service Implication	Currently clients receive a free service irrespective of the value of assets that they have and therefore the proposal is to introduce a graduated charging mechanism based on an ability to pay for the services delivered.								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	To be determined as part of the Equalities Impact Assessment which will be completed.								
		TOM Implications	None.								
	2019-20 CS24	Service/Section Description	**HR Division** **Realignment/redesign of HR services to provide services to the organisation and mitigate associated risks**	1811		50			Low	Low	SS2
		Service Implication	Deletion of: 1 FTE Officer								
		Staffing Implications	1FTE								
		Business Plan implications	Reduction of capacity in Pay, Rewards and Employee Relations and the wider OD & Strategy team - in part offset by OD tasks being transferred to learning and development								
		Impact on other departments	Request for CMT and DMT HR metrics (statistics and trends) reporting to move to quarterly reporting due to reduced capacity in the Pay, Rewards and ER team. Reduced senior HR capacity in OD & Strategy to respond to ad-hoc ER and HR Strategy issues.								
		Equalities Implications									
		TOM Implications	None identified								

DEPARTMENT: CORPORATE SERVICES NEW SAVINGS - BUDGET PROCESS 2018/19 CABINET 10 DECEMBER 2018

Panel	Ref		Description of Saving	Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2019-20 CS25	Service/Section Description Service Implication	**HR Support** **Charge for voluntary sector payroll** Pay for service delivered as flagged to organisation two years ago	0		7			Low	Medium	SI2
		Staffing Implications	No implications								
		Business Plan implications	No implications								
		Impact on other departments	None								
		Equalities Implications	May impact on vulnerable residents								
		TOM Implications	None								
	2019-20 CS26	Service/Section Description Service Implication	**Procurement savings** **Review of contract arrangements** None	0		120			Low	Low	SP1
		Staffing Implications	To be determined								
		Business Plan implications	No implications								
		Impact on other departments	Minimum impact								
		Equalities Implications									
		TOM Implications									
	2019-20 CS27	Service/Section Description Service Implication	**Democratic services/electoral services** **merge dem services and electoral services** reduction in managerial capacity	879		70			Medium	Medium	SNS2
		Staffing Implications	deletion of one head of service post								
		Business Plan implications									
		Impact on other departments	reduced capacity at senior level in scrutiny and decision making support								
		Equalities Implications									
		TOM Implications									
	2019-20 CS28	Service/Section Description Service Implication	**Cash Collection** **cash collection reduction** Contract negotiation to reduce cash collection following introduction and roll-out of cashless parking	166		12	19	13	Low	Low	SNS1
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	Reduction of parking collections following the roll-out of cashless parking								
		Equalities Implications	To be completed.								
		TOM Implications	None								
Total Corporate Services Savings					97	1,932	275	91			

DEPARTMENT: CORPORATE SERVICES REPLACEMENT SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2018-19 CS11	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	**Corporate Services** Restructure of management across Corporate Services Will impact significantly on level of support/service offered 5-6 FTE senior managers New ways of working and increased responsibilities Will require increase in self service and potential loss in customer satisfaction None		(400)			Medium	Medium	SS2
	2018-19 CS13	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	**Corporate Governance** Audit and investigations Reduction in service days Shared service Reduce audit capacity and resource for criminal and civil enforcement None None		(50)			Medium	Medium	SNS2
	CSREP 2019-20 (1)	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	**Legal charges income** Increase in income from Legal Services relating to S106, property and court fees	130	50			Medium	Medium	SI2

DEPARTMENT: CORPORATE SERVICES REPLACEMENT SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CSREP 2019-20 (2)	Service/Section	Insurance							
		Description	Reduction in internal insurance fund contribution	951	250			Low	Low	SNS2
		Service Implication	Reduction of internal insurance provison in line with the actuarial report							
		Staffing Implications	None							
		Business Plan implications	None							
		Impact on other departments	None							
		Equalities Implications	None							
		TOM Implications	None							
	CSREP 2019-20 (3)	Service/Section	Revenues and Benefits							
		Description	Increase in income from Enforcement service	713	50			Medium	Medium	SI2
		Service Implication	High volume of parking warrants due to ANPR implementation and improving processes to increase income and collection							
		Staffing Implications	Have just advertised for another self funding enforcement agent							
		Business Plan implications								
		Impact on other departments	Possible increase in Parking Debt Income							
		Equalities Implications								
		TOM Implications								

DEPARTMENT: CORPORATE SERVICES REPLACEMENT SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CSREP 2019-20 (4)	Service/Section	Treasury							
		Description	Increase in investment income	759	30			Medium	Medium	SI2
		Service Implication	None							
		Staffing Implications	None							
		Business Plan implications	None							
		Impact on other departments	None							
		Equalities Implications	None							
		TOM Implications	None							
	CSREP 2019-20 (5)	Service/Section								SI2
		Description	CHAS dividend	0	40			Low	Low	
		Service Implication	None							
		Staffing Implications	None							
		Business Plan implications	None							
		Impact on other departments	None							
		Equalities Implications	None							
		TOM Implications	None							

DEPARTMENT: CORPORATE SERVICES REPLACEMENT SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CSREP 2019-20 (6)	Service/Section	legal services budget							
		Description	reduce employment and HR support by 50%	1252	30			Medium	Medium	SS2
		Service Implication	none							
		Staffing Implications	potential reduction of 0.5 post if no work elsewhere							
		Business Plan implications								
		Impact on other departments	HR team operate at level of legal support consistent with other councils							
		Equalities Implications								
		TOM Implications								
			Total Corporate Services Savings		**0**	**0**	**0**			

DEPARTMENT: CORPORATE SERVICES DEFERRED SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CSD7	**Division**	**Infrastructure & Transactions**	428	(23)	23		L	L	SS2
		Description	Restructure Post & Print section and delete 2 FTE posts.							
		Service Implication	The reduction in resources will increase the time taken to process							
		Staffing Implications	Delete 2 FTE posts which will result in two staff redundancies.							
		Business Plan implications	None							
		Impact on other departments	Reduction in current level of service may impact some time critical							
		Equalities Implications	None							
		TOM Implications								
	CS2015-03	**Service**	Transactional Services	517	(50)	50		L	M	SS2
		Description	Restructure of Transactional Services team							
		Service Implication	Will increase the time taken to process payments and requests for							
		Staffing Implications	Up to 3 FTE posts deleted through voluntary/compulsory redundancy							
		Business Plan implications	Existing BP targets will need to be revised to align with reduced							
		Impact on other departments	Will increase the time taken to process payments and requests for							
		Equalities Implications	TBA							
		TOM Implications	To be determined as the potential benefits of both the new financial and							

DEPARTMENT: CORPORATE SERVICES DEFERRED SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2018-19 CS03	Service/Section	Infrastructure & Transactions - Facilities Management							
		Description	Adjust current Local Authority Liaison Officer (LALO) arrangements to require Assistant Directors to undertake the duties as part of their job description.	33	(33)	33		L	L	SNS1
		Service Implication	None							
		Staffing Implications	Removal of allowance to staff. Duties to be included in job decription of Assistant Directors							
		Business Plan implications	None							
		Impact on other departments	None							
		Equalities Implications	None							
		TOM Implications	None							
Total Corporate Services Deferred Savings					**(106)**	**106**	**-**	**0**		

NEW SAVINGS 2019-23   CABINET 16 OCTOBER 2018
DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2019/20

Panel	Ref		Description of Saving	Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2019-20 CS01	Service/Section	Revenues and Benefits								
		Description	Amend discretionary rate relief policy	524	75				L	H	SNS2
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	Some charities, sports clubs, education establishments and non profit making organisations will have a reduction in rate relief								
		TOM Implications									

NEW SAVINGS 2019-23   CABINET 16 OCTOBER 2018
DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2019/20

Panel	Ref		Description of Saving	Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2019-20 CS02										
		Service/Section Description	**Concessionary Travel** Charge for Blue Badges	0		15	0		M	H	SI2
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	All surrounding LA's currently charge. Maximum of £10.00 per badge. Alrerady stated on-line but charge not enforced.								
		TOM Implications	None								
			Corporate Services: New Savings Total		75	15	0	0	90		

REVENUE SAVINGS 2020-24
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)
	2020-21 CS1	**Service/Section**	**Pension Fund**	221	24	0	0	0	Low	Low	**SI1**
		Description	Right sizing charge to Pension Fund for Pension Manager time								
		Service Implication	None								
		Staffing Implications	Apportion the Pension Manager work time according to the budget								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
		TOM Implications	None								
	2020-21 CS2	**Service/Section**	**Insurance**	716	70	0	0	0	Low	Low	**SNS2**
		Description	Savings in Insurance Fund top up budget								
		Service Implication	possible reduction in the insurance fund reserve								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
		TOM Implications	The internal fund fall short and unable to meet any unexpected major claims.								
	2020-21 CS3	**Service/Section**	**Treasury**	664	100	0	0	0	Low	Low	**SI 1**
		Description	Increase in Investment Income								
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
		TOM Implications	None								

REVENUE SAVINGS 2020-24
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)
	2020-21 CS4	**Service/Section**	**Revenues and Benefits**	0	120	(120)			**Low**	**Low**	**SI2**
		Description	**Housing benefit written off debt recovery (one off)**								
		Service Implication	External debt collection of previously written off housing benefit overpayments following availability of improved data matching resource								
		Staffing Implications	None								
		Business Plan implications									
		Impact on other departments									
		Equalities Implications	Appropriate debt recovery processes being used, phoning and writing to debtros - no enforcement agents (bailiffs) are being used. Payment arrangements and attachment to earnings are being utilised								
		TOM Implications									
	2020-21 CS5	**Service/Section**	**Customers, Policy and Performance**	1,381	20				**Low**	**Low**	**SNS1**
		Description	Reduction in various running costs across the division through increased efficient use of resources.								
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
		TOM Implications	None								

REVENUE SAVINGS 2020-24

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)
	2020-21 CS6	**Service/Section**	**Customers, Policy and Performance**	149	8				**Low**	**Low**	**SNS1**
		Description	Community engagement - reduction in running costs through increased efficient use of resources (linked to increased exploitation of digital).								
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
		TOM Implications	Supports move to digital platforms								
	2020-21 CS7	**Service/Section**	**Customers, Policy and Performance**	2,192			75		Medium	Medium	**SS1**
		Description	Staff reductions								
		Service Implication	To be established - expected as part of Customer Contact Strategy implementation.								
		Staffing Implications	To be established once detailed proposals are developed as part of implementation of Customer Contact Strategy implementation.								
		Business Plan implications	Expected as part of Customer Contact Strategy								
		Impact on other departments	To be established once detailed proposals are developed as part of implementation of Customer Contact Strategy implementation.								
		Equalities Implications	To be establihsed once detailed proposals are developed.								
		TOM Implications	In line with Customer Contact Strategy								

REVENUE SAVINGS 2020-24

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)
O&S	2020-21 CS8	**Service/Section**	**Infrastructure & Technology Division - Facilities Management**								
		Description	A further £100k reduction of the repairs and maintenance budget for corporate buildings, which with the previously agreed £100k saving in 2020/21 will give a net reduction of £200k against a current baseline budget of £900k	900	100				Low	High	SNS2
		Service Implication	This will necessitate a fundamental change in the current operational arrangements for maintaining the Councils 110 operational buildings, moving from planned maintenance to an absolute minimum level of service based around Statutory requirement and 'Fix on Fail' only. Repairs and maintenance work will only being undertaken where it directly affects the safety, security or weather proofing of a building which will result in a significant deterioration in the overall condition of the Councils buildings and it's accommodation.								
		Staffing Implications	Still to be determined								
		Business Plan implications	None								
		Impact on other departments	The reduction in planned maintenance and the condition of buildings will have a direct impact on other departments and the various services that are delivered from the Councils operational buildings.								
		Equalities Implications	None								
		TOM Implications	Still to be determined.								

REVENUE SAVINGS 2020-24
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)
O&S	2020-21 CS9	Service/Section	**Infrastructure & Technology Division - Facilities Management**	286	30				Low	Low	SNS2
		Description	Reduction in the frequency of the cleaning within the Councils corporate buildings.								
		Service Implication	A reduction in the frequency of cleaning from 5 times a week to 3 will not have any direct impact on service delivery, but will result in a gradual deterioration in the overall condition and cleanliness of the Councils operational buildings and accommodation.								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	The savings will have an impact on other departments due to the deterioration in the cleanliness of the operational buildings where customer facing services are delivered.								
		Equalities Implications	None								
		TOM Implications	None								
O&S	2020-21 CS10	Service/Section	**Infrastructure & Technology Division - Transactional Services**	531		100			Low	Medium	SS2
		Description	Further restructuring of the Transactional Services team								
		Service Implication	Will increase the time taken to process income and expenditure payments and set up new suppliers on the Councils financial system. Will have a direct impact on the Councils cash flow due to delays in the production and processing of invoices for covering chargeable services.								
		Staffing Implications	Previously agreed saving of £100k in 2020/21 which reduces the current establishment from 13 FTE down to 10 and the additional £100k saving will reduce the team down to 7 FTE.								
		Business Plan implications	To be determined								
		Impact on other departments	Likely to have a direct impact on the Councils cash flow due to delays in the production and processing of invoices for covering chargeable services.								
		Equalities Implications	None								
		TOM Implications	None								

REVENUE SAVINGS 2020-24
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)
	2020-21 CS11	**Service/Section**	**Infrastructure & Technology Division - Commercial Services**	323			50		**Low**	**High**	**SS2**
		Description	Restructure of the Commercial Services (Procurement) team and deletion of 1 permanent FTE post.								
		Service Implication	The Commercial Services team provide specialist procurement advice and support across all areas of the business. The team are responsible for delivering £14M of procurement related savings over the next three years and also ensure that the council is able to demonstrate value for money through its various procurement and commissioning activities.								
		Staffing Implications	Restructure to reduce the permanent establishment by 1 FTE.								
		Business Plan implications	Unlikely to fully achieve agreed corporate savings of £14M due to the reduction in the level of resources.								
		Impact on other departments	Significant impact on other departments who rely on the Commercial Services team to provide specialist technical advice and support on procurement activities.								
		Equalities Implications	None								
		TOM Implications	To be determined								
O&S	2020-21 CS12	**Service/Section**	**Infrastructure & Technology Division**	9	5				**Low**	**Low**	**SNS2**
		Description	Cancel lease on two Council vans								
		Service Implication	Staff from both the IT and Facilities Management teams extensively utilise the vans to transport equipment and materials around the borough, which are required to undertake urgent repairs and rectify faults.								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	The IT and FM teams will be unable to continue to provide such a reactive and responsive service, which will in turn impact on departments.								
		Equalities Implications	None								
		TOM Implications	None								

REVENUE SAVINGS 2020-24
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)
	2020-21 CS13	**Service/Section**	**Corporate Governance**	39	24				**Low**	**Low**	**SNS1**
		Description	Corp Gov AD - Running Costs								
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
		TOM Implications	None								
	2020-21 CS14	**Service/Section**	**Corporate Governance**	15	10				**Low**	**Low**	**SNS1**
		Description	Information governance - reduction in consultancy spend								
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
		TOM Implications	None								
	2020-21 CS15	**Service/Section**	**Corporate Services**	66	39	(29)			**Low**	**Low**	**SNS1**
		Description	Miscellaneous savings (eg. Subscriptions)								
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
		TOM Implications	None								

REVENUE SAVINGS 2020-24

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)
	2020-21 CS16	Service/Section	Corporate Services								
		Description	Saving in Consultancy costs	70	20				Low	Low	SNS1
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
		TOM Implications	None								
			Total		570	(49)	125	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

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)
SS	**2018-19 CS05**	**Service/Section**	Resources	418	(30)				Low	Medium	**SS2**
		Description	Reduction in permanent staffing								
		Service Implication	Efficiencies of new financial system when fully embedded should minimise effect on service								
		Staffing Implications	1FTE								
		Business Plan implications	None								
		Impact on other departments	Increase in self service								
		Equalities Implications	None								
		TOM Implications	None								
			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

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)	Service/Section	Insurance	716	30				Low	Low	SNS2
		Description	Savings in Insurance Fund top up budget								
		Service Implication	possible reduction in the insurance fund reserve								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
		TOM Implications	The internal fund fall short and unable to meet any unexpected major claims.								
			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

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	**Service/Section**	**Facilities Management**	79	(69)			69	Medium	Medium	**SPROP**
		Description	Closure of Gifford House and relocation of SLLP to the Civic centre								
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
		TOM Implications	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.								
	2019-20 CS17	**Service/Section**	**Facilities Management**	200	(77)			77	Medium	Medium	**SPROP**
		Description	Closure of Chaucer centre and relocation of operational teams at the Civic centre								
		Service Implication	Loss of income generation from external lease arrangements and conference/meeting room facilities which could potentially be provide at other council venues.								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	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.								
		Equalities Implications	None								
		TOM Implications	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.								
	2018-19 CS15	**Service/Section**	**Business Improvement - Policy & Partnerships**	313	(50)			50	Medium	Medium	**SS2**
		Description	Reduced headcount from 4.6 to 3.6								
		Service Implication	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.								
		Staffing Implications	Deletion of one post								
		Business Plan implications	See service implications								
		Impact on other departments	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.								
		Equalities Implications	These are likely since staff are affected.								
		TOM Implications	Partnership working, objectives around improved use of data and objectives to improve preventative services within the VCS.								
			Total Impact of Deferred Savings		(196)	0	0	196			

435

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2021/2022

Panel	Ref	Description of Saving		Baseline Budget 20/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2021-22 CS01	**Service/Section**	**Customer, Policy and Improvement**								
		Description	**Cash collection contract**	129	23				L	L	**SNS1**
		Service Implication	Planned reduction in number and frequency of collections								
		Staffing Implications	None								
		Business Plan implications	In line with our strategy of digitalising more services and offering a cashless solution								
		Impact on other departments	Led by Parking Services in reducing the number and frequency of collections								
		Equalities Implications	None								
	2021-22 CS02	**Service/Section**	**Corporate**								
		Description	**Corporately funded items (eg. Supplies and services)**	477	75				L	M	**SNS1**
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
	2021-22 CS03	**Service/Section**	**Corporate**								
		Description	**Realignment of Pension Added years budget**	874	63				L	H	**SNS1**
		Service Implication	If there are a high level of redundancies due to budget reductions the residual budget will be under strain.								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2021/2022

Panel	Ref		Description of Saving	Baseline Budget 20/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2021-22 CS04	Service/Section	Corporate Governance - Information Governance	0	13				H	M	SG1
		Description									
			Establish income grant budget for transparency agenda								
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
	2021-22 CS05	Service/Section	Customer, Policy and Improvement	379	200				L	L	SNS1
		Description	Contract savings and IT procurement								
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
Total Corporate Services Savings					374	0	0	0			

Previously Agreed Saving
DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref	Description of Saving		Baseline Budget £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2018-19 CS08	Service/Section	**Revenues and Benefits**		100	20	15				L	L	SI2
		Description	**Increase in income from Enforcement Service**										
		Service Implication	Increase in number of warrants received from ANPR contriventions										
		Staffing Implications	None										
		Business Plan implications	None										
		Impact on other departments	Increase in income for E & R										
		Equalities Implications	None										
		TOM Implications											
	2019-20 CS13	Service/Section	**Revenues and Benefits**	0		500					M	M	SNS1
		Description	**Improved collection of HB overpayments and reduce Bad Debt Provision**										
		Service Implication	HB overpayments have increased since 2014 and as a result additional income and subisdy received which also allows a reduction in bad debt provison										
		Staffing Implications	None										
		Business Plan implications											
		Impact on other departments	None										
		Equalities Implications	Existing collection procedures protects and assists the most vulnerable reisdents										
		TOM Implications	None										
	2020-21 CS10	Service/Section	**Infrastructure & Technology Division - Transactional Services**	531			100				L	M	SS2
		Description	**Further restructuring of the Transactional Services team**										
		Service Implication	Will increase the time taken to process income and expenditure payments and set up new suppliers on the Councils financial system. Will have a direct impact on the Councils cash flow due to delays in the production and processing of invoices for covering chargeable services.										
		Staffing Implications	Previously agreed saving of £100k in 2020/21 which reduces the current establishment from 13 FTE down to 10 and the additional £100k saving will reduce the team down to 7 FTE.										
		Business Plan implications	To be determined										
		Impact on other departments	Likely to have a direct impact on the Councils cash flow due to delays in the production and processing of invoices for covering chargeable services.										
		Equalities Implications	None										
		TOM Implications	None										
					100	520	115	0	0	0			

Deferred Savings proposal

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS

Budget Process	Ref		Description of Saving	Baseline Budget £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2018-19 CS08	Service/Section	**Revenues and Benefits**		100	0	15	20			L	L	SI2
		Description	**Increase in income from Enforcement Service**										
		Service Implication	Increase in number of warrants received from ANPR contraventions										
		Staffing Implications	None										
		Business Plan implications	None										
		Impact on other departments	Increase in income for E & R										
		Equalities Implications	None										
		TOM Implications											
	2019-20 CS13	Service/Section	**Revenues and Benefits**				0	500			M	M	SNS1
		Description	**Improved collection of HB overpayments and reduce Bad Debt Provision**										
		Service Implication	HB overpayments have increased since 2014 and as a result additional income and subisdy received which also allows a reduction in bad debt provison										
		Staffing Implications	None										
		Business Plan implications											
		Impact on other departments	None										
		Equalities Implications	Existing collection procedures protects and assists the most vulnerable reisdents										
		TOM Implications	None										
	2020-21 CS10	Service/Section	Infrastructure & Technology Division - Transactional Services	531					100		L	M	SS2
		Description	Further restructuring of the Transactional Services team										
		Service Implication	Will increase the time taken to process income and expenditure payments and set up new suppliers on the Councils financial system. Will have a direct impact on the Councils cash flow due to delays in the production and processing of invoices for covering chargeable services.										
		Staffing Implications	Previously agreed saving of £100k in 2020/21 which reduces the current establishment from 13 FTE down to 10 and the additional £100k saving will reduce the team down to 7 FTE.										
		Business Plan implications	To be determined										
		Impact on other departments	Likely to have a direct impact on the Councils cash flow due to delays in the production and processing of invoices for covering chargeable services.										
		Equalities Implications	None										
		TOM Implications	None										
					100	0	15	520	100	0			
			Change		0	(520)	(100)	520	100	0			
			Cumulative change		0	(520)	(620)	(100)	0	0			

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2021/2022 CABINET 18 January 2021

Panel	Ref		Description of Saving	Baseline Budget 20/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
O&SC	2021-22 CS06	Service/Section	Infrastructure & Technology								
		Description	**Facilities Management - Reduction in various running costs.** *Increased by £20k*	199	75				L	L	SNS1
		Service Implication	None as these are as a result of improvements in efficiency								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
O&SC	2021-22 CS07	Service/Section	Corporate Governance -Democracy Services								
		Description	**Remove previous inflation built in to reduce Overall Members' Allowances Budget**	740	11				L	L	SNS1
		Service Implication	None								
		Staffing Implications	none								
		Business Plan implications	none								
		Impact on other departments	none								
		Equalities Implications	none								
O&SC	2021-22 CS08	Service/Section	Corporate Governance - Electoral Services								
		Description	**reduced runnng costs due to canvass reform**	159	10				L	M	SNS1
		Service Implication	none								
		Staffing Implications	none								
		Business Plan implications	none								
		Impact on other departments	none								
		Equalities Implications	none								

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2021/2022 CABINET 18 January 2021

Panel	Ref	Description of Saving		Baseline Budget 20/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
O&SC	2021-22 CS09	Service/Section	Corporate Governance - legal Services								
		Description	reduce affiliation, counsel and land registry fees	46	40				L	L	SNS1
		Service Implication	none								
		Staffing Implications	none								
		Business Plan implications	none								
		Impact on other departments	none								
		Equalities Implications	none								
O&SC	2021-22 CS10	Service/Section	Corporate Governance								
		Description	reduce AD budget running costs	15	6				M	L	SNS1
		Service Implication	none								
		Staffing Implications	none								
		Business Plan implications	none								
		Impact on other departments	none								
		Equalities Implications	none								
O&SC	2021-22 CS11	Service/Section	Resources								
		Description	Review of shared Bailiff service with Sutton	(441)	40				M	M	SNS1
		Service Implication	Reduced activity in debt recovery								
		Staffing Implications	Potential reduction in posts.								
		Business Plan implications	TBC								
		Impact on other departments	TBC								
		Equalities Implications	TBC								

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2021/2022 CABINET 18 January 2021

Panel	Ref		Description of Saving	Baseline Budget 20/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
O&SC	**2021-22 CS12**	**Service/Section**	Resources								
		Description	Miscellaneous savings within Resources (eg. Consultancy)	**83**	69	(34)			L	**M**	SNS1
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	none								
O&SC	**2021-22 CS13**	**Service/Section**	Corporate								
		Description	CHAS Dividend	**1,723**	260				L	**M**	SI1
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	none								
		Impact on other departments	None								
		Equalities Implications	none								

442

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2021/2022 CABINET 18 January 2021

Panel	Ref	Description of Saving		Baseline Budget 20/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
O&SC	2021-22 CS14	Service/Section	Corporate Governance	110	90				L	L	SI1
		Description	Local Land Charges - amend income budget for service to reflect net cost recovery								
		Service Implication	None								
		Staffing Implications	none								
		Business Plan implications	none								
		Impact on other departments	none								
		Equalities Implications	none								
O&SC	2021-22 CS15	Service/Section	CPI - Customer Contact	631	32				M	L	SS1
		Description	Delete a post from Customer Contact								
		Service Implication	None due to the reduction of f2f and telephone services.								
		Staffing Implications	It is hoped to be achieved through natural wastage. If not a potential redundancy situation will arise.								
		Business Plan implications	None as services will be realigned within the Customer Service and Digital Strategy								
		Impact on other departments	None								
		Equalities Implications	Could affects 1 FTE but HR advice will be followed.								
Total Corporate Services Savings to Cabinet 18 January 2021					633	(34)	0	0			

CHILDREN, SCHOOLS AND FAMILIES SAVINGS BY YEAR

Ref	Description of Saving	Baseline Budget £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
CSF2019-4	Review of Permanency and 14+ services	911				
CSF2019-5	Transfer of adoption service to Adopt London South	1,216				
CSF2019-6	Review of safeguarding and social work training	166				
CSF2019-7	Reduction of Central recruitment cost budget	82				
CSF2019-8	Review of school premises and contracts staffing structure	653				
CSF2019-9	Repurposing of some posts in education inclusion service	1,773				
CSF2019-10	Reduced contribution towards the MSCB	144				
CSF2019-11	Review of centralised commissioning budgets	815				
CSF2019-12	Review of public health commissioned services	3,835	400			
CSF2019-13	Review of Adolescent and Family Service provision	692				
CSF2019-14	Development of Family Network Coordinators Service	66				
CSF2019-15	Culture change/clarification of financial support for care leavers	252				
CSF2019-16	National Minimum rate for Fostering/Guardianship/Adoption	643	20			
CSF2019-17	Increased use of in-house foster care	992	40			
CSF2019-18	Review and reshape shortbreaks provision	723	200			
CSF2019-19	SEND travel assistance	2,558	150			
CSF2019-20	Revenue costs of capital projects	594				
CSF2019-21	Legal hard charging	893				
CSF2019-22	PFI unitary charges	8,573				
CSF2019-23	Pension and redundancy charges	2,183				
Total Children, Schools & Families New Savings 2020-24			**810**	**0**	**0**	
CSF2018-13	Cross Cutting - Review of CSF Admin. Structure	1,100				
CSF2018-09	Education - Reduce some statutory education functions	8,137				
CSF2018-10	Children's Social Care - reduce support for LAC/CSE/respite	10,545				
CSF2019-01	Cross Cutting - Review of CSF Admin. Structure	1,100				
CSF2019-02	Chilldren Social Care & Youth Inclusion - Merton Independent Living					
CSF2019-03	Cross Cutting - Early help re-design Transforming Families Team	2,148				
Total Children, Schools & Families Replacement Savings 2020-24			**0**	**0**	**0**	
2021-22 CSF01	Education & Early Help -Reduction made in provision for PFI Unitary Charges		450	0	0	0
2021-22 CSF02	Education & Early Help - Rationalisation of Children's Centres		0	200	0	0
Total Children, Schools & Families New Savings 2021-25 November 2020 Cabinet			**450**	**200**	**0**	**0**
2021-22 CSF03	**CSF - Ongoing underspend**		200			
Total Children, Schools & Families New Savings 2021-25 January 2021 Cabinet			**200**	**0**	**0**	**0**
Total Children, Schools & Families Savings 2021-25			**1,460**	**200**	**0**	**0**
Total Children, Schools & Families Savings 2021-25 (cumulative)			**1,460**	**1,660**	**1,660**	

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2018-11	Service	**Education**	577	72				Medium	Medium	SS2
		Description	**Reduction of SENDIS early intervention service and reduction in spend associated with the introduction of the web based EHCP Hub**								
		Service Implication	The reduction of the early intervention service will lead to less resource available to support families of children with Special Educational Needs potentially leading to longer waiting times for families to access support or start the statutory assessment process. Implementation of the EHCP Hub (funded from the SEN support grant) will improve the timeliness of the statutory assessment process, enabling channel shift and improved timeliness, streamlining partners contributions to the EHCP process and reducing ongoing costs in relation to the current paper based system.								
		Staffing Implications	Risk of redundancy and costs of redundancy for experienced staff. Affecting one or two posts out of four								
		Business Plan implications	No specific implications								
		Impact on other departments	Will be implications with pressure on other CSF services including children's social care.								
		Equalities Implications	We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs. Our approach is to target our resources on the most vulnerable children and young people and their families, these savings will impact on those already most at risk and vulnerable children at the top end of our Well Being Model.								
		TOM Implications	We have identified the EHCP Hub implementation in our TOM as a key element in our channel shift and timeliness of statutory assessment processes. The TOM sets out an approach to prioritisation but this saving will impact on those already most at risk because of their SEND and their families.								

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2018-12	Service	**Children Social Care**	558	71				Medium	High	SS2
		Description	**Further reduction in staffing at Bond Road. This will include a FGC post and a contact worker.**								
		Service Implication	Reduction in the potential offer at Bond Road for 40 families. Possible impact on keeping children out of care. Cuts to contact provision								
		Staffing Implications	Potential redundancy for 2 staff involved. Probable increase in caseloads of contact and remaining FGC staff.								
		Business Plan implications									
		Impact on other departments	No immediate implications for other departments.								
		Equalities Implications	Implications for vulnerable families who utilise this service.								
		TOM Implications									

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2018-13	Service Description Service Implication	**Cross Cutting** **Review of CSF admin structure** With changes to the structure of the department, the implementation of MOSAIC and a focus on minimal education and social care core functions we will redesign our workforce across what will be a smaller department dealing with increasing demands. Less resource and flexibility to meet increasing demands will lead to a risk of decreased timeliness of response to customers and reduced support for vulnerable children and young people.	1,100		300			Medium	High	SS2
		Staffing Implications	A reduction of 10-12 posts from a total of 65FTE.								
		Business Plan implications Impact on other departments Equalities Implications	We will prioritise our core statutory education and social care functions. A smaller workforce will reduce our ability to work on cross cutting issues and new developments. We will use the Council's agreed HR policies and procedures for restructuring. An EA will be developed for the service change staffing proposals.								
		TOM Implications	The TOM includes a focus on delivering the restructure as well as flexible working and the embedding of MOSAIC. The CSF workforce needs to be more highly skilled and flexible. Delivery of a functioning MOSAIC product is key to delivering this saving.								
Total					143	300	0	0			
Total CSF Target Savings					143	2,740	438	299			
Previously submitted						550					
(Shortfall)/Surplus					0	(1,890)	(438)	(299)			

Savings Type

SS1	Staffing: reduction in costs due to efficiency		
SS2	Staffing: reduction in costs due to deletion/reduction in service	**C&YP**	**Children & Young People**
SNS1	Non - Staffing: reduction in costs due to efficiency	**O&S**	**Overview & Scrutiny**
SNS2	Non - Staffing: reduction in costs due to deletion/reduction in service	**HC&OP**	**Healthier Communities & Older People**
SP1	Procurement / Third Party arrangements - efficiency	**SC**	**Sustainable Communities**
SG1	Grants: Existing service funded by new grant		
SG2	Grants: Improved Efficiency of existing service currently funded by unringfenced grant		
SPROP	Reduction in Property related costs		
SI1	Income - increase in current level of charges		
SI2	Income - increase arising from expansion of existing service/new service		

Panel (header above right column)

NEW SAVINGS 2019-23   CABINET 16 OCTOBER 2018
DEPARTMENT: Children, Schools and Families

Panel	Ref		Description of Saving	Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2018-08	Service	**Education**	2,071		150			Medium	High	SS2
		Description	**Review Early Years service: reduce some direct services which are delivered through the Early Years Service and the number and location of buildings they are delivered from.**								
		Service Implication	This will mean reduced support for vulnerable babies, children and families accessing targeted services as well as the universal offer. This reduced offer could result in increased numbers needing high cost statutory intervention.								
		Staffing Implications	Majority of costs associated with direct services are staffing and building and facility costs as part of this proposal. This will equate to approximately 3-5 members of staff and/or assosiated building costs.								
		Business Plan implications	No specific Implications								
		Impact on other departments	These reductions will place additional burdens on universal, targeted and specialist services.								
		Equalities Implications	This will reduce support to vulnerable children and families increasing pressure on our parents/carers and universal service's capacity to manage these needs.								
		TOM Implications	The TOM sets out an approach to prioritisation but this level of saving is likely to impact most on those already most at risk.								

NEW SAVINGS 2019-23   CABINET 16 OCTOBER 2018
DEPARTMENT: Children, Schools and Families

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2018-09	Service	Education	8,137		200			High	High	SS2
		Description	Radically reduce some statutory education functions								
		Service Implication	We will agree with schools priorities for the use of the retained DSG to support delivery of a reduced statutory service function.								
		Staffing Implications	Majority of costs associated with direct services are staffing costs as part of this proposal. This will equate to approximately 7 members of staff								
		Business Plan implications	No specific Implications								
		Impact on other departments	No specific Implications expected although we could see some legal challenge.								
		Equalities Implications	We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs. This will reduce support to vulnerable and at risk children, increasing pressure on our universal service's capacity to manage these needs.								
		TOM Implications	Statutory Education and Social Care services for C&YP will be further reduced. The department will be reorganised to reflect downsizing. This saving is in line with TOM direction of travel to focus delivery on the council's statutory duties. Detailed work will need to ensure that risk and vulnerability is prioritised and careful consideration of the ability to deliver the statutory minimum required.								

NEW SAVINGS 2019-23　　　　CABINET 16 OCTOBER 2018
DEPARTMENT: Children, Schools and Families

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2018-10	**Service**	**Children Social Care**	10,545		200			High	High	SNS2
		Description	**Radically reduce support for LAC/CSE/respite**								
		Service Implication	During 2019/20 we will review our eligibility criteria and service offer for some of our most vulnerable clients. This is likely to mean reduced therapeutic support to highly vulnerable children including looked after children and care leavers								
		Staffing Implications	These services are mainly commissioned or spot purchased. There may be staffing implications as the current contract means that some of our own staff are employed and could be eligible for redundancy.								
		Business Plan implications	No specific Implications								
		Impact on other departments	These reductions may place additional burdens on universal, targeted and specialist services.								
		Equalities Implications	This will reduce support to vulnerable and at risk children including C&YP In Need, on a Child Protection Plan, on the edge of care, Looked After C&YP, care leavers or young people with complex disabilities, young people in the youth justice system, increasing pressure on our parents/carers and universal service's capacity to manage these needs.								
		TOM Implications	The TOM sets out an approach to prioritisation but this level of saving is likely to impact on those already most at risk and vulnerable young people at the top end of our Well Being Model								
Total					0	550	0	0			

DEPARTMENT: Children, Schools and Families

Panel	Ref		Description of Saving	Baseline Budget 17/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2017-05	Service	**Children Social Care**	6,793			45		High	Medium	SNS1
		Description	**Delivery of preventative services through the Social Impact Bond**								
		Service Implication	The LA will buy into the Pan-London Care Impact Partnership for the provision of a Social Impact Bond (SIB) to deliver services designed to work with families to keep young people out of care using the well established Multi-Systemic (MST) and Functional Family Therapy (FFT) methodologies. This work takes place in the context of a rising population with increasing complex needs.								
		Staffing Implications	None								
		Business Plan implications	No specific Implications								
		Impact on other departments	None								
		Equalities Implications	This is a service for some of our most vulnerable children and young people.								
		TOM Implications	This is in line with the CSF TOM and our Child and Young Person well-being model approach.								
C&YP	CSF2017-06	Service	**Children Social Care**	6,793			45		High	Medium	SNS1
		Description	**South London Family Drug and Alcohol Court commissioning**								
		Service Implication	Enable children to return home safely, thereby reducing cost of care placements. This work takes place in the context of a rising population with increasing complex needs.								
		Staffing Implications	None								
		Business Plan implications	No specific Implications								
		Impact on other departments	Potential impact on legal department.								
		Equalities Implications	This is a service for some of our most vulnerable children and young people.								
		TOM Implications	This is in line with the CSF TOM and our Child and Young Person well-being model approach.								

Panel	Ref	Description of Saving		Baseline Budget 17/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2017-07	**Service**	**Education**								
		Description	**Review schools trade offer, raise charges or consider ceasing services from 2020.**	1,381			60		**Medium**	**Medium**	**SS2**
		Service Implication	All CSF SLAs as well as de-delegated services with schools will be reviewed to ensure i) full cost recovery; ii) LBM charges are in line with other providers. We will also examine further opportunities to trade with schools.								
		Staffing Implications	If schools are unwilling/unable to pay for core and enhanced services this will result in approximately 2 posts deleted.								
		Business Plan implications	Should funding not be secured there will be implications for service volumes and outcomes.								
		Impact on other departments	Possible impact on child protection services if service reductions result in escalations from schools and others.								
		Equalities Implications	We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs.								
		TOM Implications	Education and Social Care services for C&YP will be reduced with higher thresholds for access. The department will continue to be reorganised to reflect downsizing. This saving is in line with TOM direction of travel to focus delivery on the council's statutory duties.								
Total					**0**	**0**	**150**	**0**			
Total CSF Target Savings					**0**	**0**	**3,328**	**132**			
Savings identified as part of replacement savings							**0**				
(Shortfall)/Surplus					**0**	**0**	**(3,178)**	**(132)**			

Savings Type

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

Panel

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

DEPARTMENT: Children, Schools and Families - New savings

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	CSF2019-04	Service Description	**Children Social Care** **Review of the current Permanency and 14+ service to establish a Leaving Care service delivered by personal advisors rather than social workers**	911	60				Low	Low	SS1
		Service Implication	Organisational change required to deliver proposal. Disruption of care experienced young people's relationships with their allocated social worker. No statutory implications as support for eligible care experienced young people over 18 years doesn't require qualified social workers.								
		Staffing Implications	Resource to review, prepare and lead organisational change. Likely redeployment of qualified social work staff from 14+ service to social work vacancies in other CSC & YI service areas.								
		Business Plan implications	None								
		Impact on other departments	Potential for resource efficiencies between CSC and ASC for those eligible care experienced young people who are also eligible for Care Act services and support.								
		Equalities Implications	The Council's HR and organisational change procedures will be used for the engagement, equalities impact assessment and consultation of affected staff.								
		TOM Implications	Proposal to reduce use of qualified social workers for functions where their expertise is not a requirement is consistent with TOM.								

DEPARTMENT: Children, Schools and Families - New savings

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	CSF2019-05	<u>Service Description</u>	**Children Social Care** **Full year effect of transfer of adoption service to Adopt London South**	1,216	30				Medium	Medium	SP1
		Service Implication	Full year effect of the regional centralisation of adoption services delivering savings through a larger commissioning base and the benefit of economies of scale.								
		Staffing Implications	Some staff TUPE transferred into the regional arrangements, remainder of service restructured during 2019/20.								
		Business Plan implications	Certain services ceased to be provided by Merton as they were outsourced to Adopt London South.								
		Impact on other departments	None								
		Equalities Implications	We will need to ensure the new arrangements maintain the improvement of the adoption process and post adoption support to maintain and improve outcomes for this group of vulnerable children and young people. We used the Council's agreed HR policies and procedures for the restructure.								
		TOM Implications	In line with CSF TOM								

DEPARTMENT: Children, Schools and Families - New savings

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	CSF2019-06	Service	**Children Social Care**	166	60				Low	Medium	SNS1
		Description	**Review of safeguarding and social work training budgets**								
		Service Implication	Opportunity to better align staff, current training offer and partner contributions to improve training offer and deliver efficiencies.								
		Staffing Implications	Reduction in breadth and quality of training may reduce staff retention and recruitment increasing agency costs. A reduction in workforce skill and knowledge may compromise the quality of social work practice, resulting in the potential for increased harm to children.								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	Identified risks would have greatest impact on children and vulnerable families.								
		TOM Implications	In line with TOM								
C&YP	CSF2019-07	Service	**Children Social Care**	82	30				Low	Low	SP1
		Description	**Reduction of Central recruitment cost budget**								
		Service Implication	Annual recruitment advertising contract with national Guardian now in place to reduce costs of 'spot purchasing' the same.								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
		TOM Implications	In line with TOM principles								

DEPARTMENT: Children, Schools and Families - New savings

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	CSF2019-08	Service	Education	653	45				Low	Low	SS1
		Description	Review of school premises and contracts staffing structure								
		Service Implication	Present vacancies in team won't be filled and re-organised to ensure service is delivered								
		Staffing Implications	Minor due to present vacancy								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
		TOM Implications	None								
C&YP	CSF2019-09	Service	Education	1,773	150				Medium	Medium	SS1
		Description	Repurposing of some posts in education inclusion service								
		Service Implication	1)Merton's NEET and NK rates are low. The MY Futures team leads on NEET/NK work. Over the last two years it has been restructured and refocused, reducing management and setting up targeted roles for care leavers, young people with mental health needs and young people with special educational needs and disabilities. This restructure has freed up 135k. 2) Merton's Youth service is income generating and has increased it participation rate over 3 years. We will reduce premises costs but will not reduce front line offer to young people. 15k								
		Staffing Implications	3 Vacant posts of targeted youth workers; historical underspend in premises cost centres								
		Business Plan implications	Work more targeted at vulnerable groups								
		Impact on other departments	1) Work more targeted at vulnerable groups and employability service pathway set up. 2) less premises funding for maintenance of buildings.								
		Equalities Implications	Work more targeted at vulnerable groups, particularly SEND.								
		TOM Implications	None								

DEPARTMENT: Children, Schools and Families - New savings

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	CSF2019-10	Service	Education	144	44				Low	Medium	SNS2
		Description	Reduced contribution towards the MSCB								
		Service Implication	This will bring Merton's contribution more in line with statutory partners								
		Staffing Implications	None								
		Business Plan implications	Service will be planned in lined with total available partner funding								
		Impact on other departments	None								
		Equalities Implications	None. The partnership does not deliver direct services to Merton residents.								
		TOM Implications	None								
C&YP	CSF2019-11	Service	Cross cutting	815	90				Low	Low	SS2
		Description	Review of centralised commissioning budgets.								
		Service Implication	There will be a review of current staffing across the Integrated Children's Commissioning Team. This would lead to a potential saving of approximately £90k (Salary saving of £74k and non-staffing underspend of £16k)								
		Staffing Implications	Redundancy of the Head of CSF Commissioning Role								
		Business Plan implications	Consultation and potential restructure of the Integrated Commissioning Team across PH (and potentially CCG).								
		Impact on other departments	Review and potential restructure will involve Public Health Lead for Children Services.								
		Equalities Implications	Staff will be fully consulted on any proposed changes and have the opportunity to influence any final structure, within budget								
		TOM Implications	None								

DEPARTMENT: Children, Schools and Families - New savings

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	CSF2019-12	Service Description	**Public Health** **A recurrent saving will be achieved by a review of public health commissioned services. The saving will be made from reductions in Healthy Child 0-19 service budget and Public health contribution to the Risk and Resilience budget.**	3,835		400			Medium	Medium	SP1
		Service Implication	The re-commissioning of community services provides an opportunity to review current service model and gain efficiencies from integrated commissioning and service delivery. However it is anticipated that there will be some changes and reductions in universal and targeted services. Areas which will be reviewed for redesign may include, but are not limited to, support for vulnerable young parents (currently FNP).								
		Staffing Implications	No staffing implications for LBM. However staff changes including potential staff reductions will be within commissioned services as part of new service models. There may be associated redundancy costs for staff within the commissioned services which will need to be factored into any efficiencies/savings plans and due diligence carried out. This may initially reduce the anticipated efficiency.								
		Business Plan implications	There are uncertainties in the Public Health (PH) grant for 21/22. If there are further reductions in Merton's PH grant, some of these efficiencies might be used to mitigate other PH statutory or key services. If there is any increase in the PH grant this may reduce the impact of the efficiencies.								
		Impact on other departments	There are interdependencies between CSF, C&H and MCCG. Through the co-commissioning of community health services with MCCG, local integration will help mitigate the impact of financial reductions. The new service model may impact on other department services, e.g. CSF Early Help and Early Years services.								
		Equalities Implications	An equalities impact assessment of new service models will be undertaken as part of the procurement process.								
		TOM Implications	tbc								
Total					**509**	**400**	**0**	**0**			

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - SAVINGS TO BE REPLACED

Panel	Ref	Description of Saving		Baseline Budget £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	CSF2018-13	**Service**	**Cross Cutting**	1,100	300				Medium	High	SS2
		Description	**Review of CSF admin structure**								
		Service Implication	With changes to the structure of the department, the implementation of MOSAIC and a focus on minimal education and social care core functions we will redesign our workforce across what will be a smaller department dealing with increasing demands. Less resource and flexibility to meet increasing demands will lead to a risk of decreased timeliness of response to customers and reduced support for vulnerable children and young people.								
		Staffing Implications **Business Plan implications** **Impact on other departments** **Equalities Implications** **TOM Implications**	A reduction of 10-12 posts from a total of 65FTE. We will prioritise our core statutory education and social care functions. A smaller workforce will reduce our ability to work on cross cutting issues and new developments. We will use the Council's agreed HR policies and procedures for restructuring. An EA will be developed for the service change staffing proposals. The TOM includes a focus on delivering the restructure as well as flexible working and the embedding of MOSAIC. The CSF workforce needs to be more highly skilled and flexible. Delivery of a functioning MOSAIC product is key to delivering this saving.								

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - SAVINGS TO BE REPLACED

Panel	Ref	Description of Saving		Baseline Budget £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	CSF2018-09	**Service**	<u>Education</u>								
		Description	**Radically reduce some statutory education functions**	8,137	200				High	High	SS2
		Service Implication	We will agree with schools priorities for the use of the retained DSG to support delivery of a reduced statutory service function.								
		Staffing Implications	Majority of costs associated with direct services are staffing costs as part of this proposal. This will equate to approximately 7 members of staff								
		Business Plan implications	No specific Implications								
		Impact on other departments	No specific Implications expected although we could see some legal challenge.								
		Equalities Implications	We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs. This will reduce support to vulnerable and at risk children, increasing pressure on our universal service's capacity to manage these needs.								
		TOM Implications	Statutory Education and Social Care services for C&YP will be further reduced. The department will be reorganised to reflect downsizing. This saving is in line with TOM direction of travel to focus delivery on the council's statutory duties. Detailed work will need to ensure that risk and vulnerability is prioritised and careful consideration of the ability to deliver the statutory minimum required.								

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - SAVINGS TO BE REPLACED

Panel	Ref	Description of Saving		Baseline Budget £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	CSF2018-10	Service	Children Social Care	10,545	200				High	High	SNS2
		Description	Radically reduce support for LAC/CSE/respite								
		Service Implication	During 2019/20 we will review our eligibility criteria and service offer for some of our most vulnerable clients. This is likely to mean reduced therapeutic support to highly vulnerable children including looked after children and care leavers								
		Staffing Implications	These services are mainly commissioned or spot purchased. There may be staffing implications as the current contract means that some of our own staff are employed and could be eligible for redundancy.								
		Business Plan implications	No specific Implications								
		Impact on other departments	These reductions may place additional burdens on universal, targeted and specialist services.								
		Equalities Implications	This will reduce support to vulnerable and at risk children including C&YP In Need, on a Child Protection Plan, on the edge of care, Looked After C&YP, care leavers or young people with complex disabilities, young people in the youth justice system, increasing pressure on our parents/carers and universal service's capacity to manage these needs.								
		TOM Implications	The TOM sets out an approach to prioritisation but this level of saving is likely to impact on those already most at risk and vulnerable young people at the top end of our Well Being Model								
Total Children, Schools and Families Savings					**700**	**0**	**0**	**0**			

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - REPLACEMENT SAVINGS

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	CSF2019-01	Service	Cross Cutting	1,100	200				Medium	High	SS2
		Description	Review of CSF admin structure								
		Service Implication	With changes to the structure of the department, the implementation of MOSAIC and a focus on minimal education and social care core functions we will redesign our workforce across what will be a smaller department dealing with increasing demands. Less resource and flexibility to meet increasing demands will lead to a risk of decreased timeliness of response to customers and reduced support for vulnerable children and young people.								
		Staffing Implications	A reduction of 10-12 posts from a total of 65FTE.								
		Business Plan implications	We will prioritise our core statutory education and social care functions.								
		Impact on other departments	A smaller workforce will reduce our ability to work on cross cutting issues and new developments.								
		Equalities Implications	We will use the Council's agreed HR policies and procedures for restructuring. An EA will be developed for the service change staffing proposals.								
		TOM Implications	The TOM includes a focus on delivering the restructure as well as flexible working and the embedding of MOSAIC. The CSF workforce needs to be more highly skilled and flexible. Delivery of a functioning MOSAIC product is key to delivering this saving.								

462

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - REPLACEMENT SAVINGS

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	CSF2019-02	Service	Children Social Care & Youth Inclusion								
		Description	Establish more cost effective Merton independent living provision		400				Medium	Low	SP1
		Service Implication	The likely routes to achieve more cost effective provision may reduce flexibility of location and support available for young people.								
		Staffing Implications	Commissioning and procurement capacity and expertise required.								
		Business Plan implications	This is an existing action in the CSF Business Plan to deliver cost effective independent living provision								
		Impact on other departments	Work with colleagues in C&H required								
		Equalities Implications	The Council's commissioning and procurement policies will be used. Cost effective provision with lower levels of support would improve the experience of care leaving young people who have unresolved immigration status. This ethnicity of this group is primarily BAME.								
		TOM Implications	Consistent with CSF TOM								

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - REPLACEMENT SAVINGS

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	CSF2019-03	**Service**	**Cross Cutting**	2,148	100				Low	Medium	SS2
		Description	**Early help re-design of Transforming Families team, Family and Contact team at Bond Road and 0-5s Supporting Families team**								
		Service Implication	To create a new all ages Family Wellbeing Service, that works intensively with children and families assessed as having needs prior to statutory intervention across the age ranges of 0-25. To streamline and improve referral, assessment and practice, creating economies of scale.								
		Staffing Implications	A staffing reorganisation is being implemented, and it is anticipated there will be a reduction of approximately 5- 7 posts								
		Business Plan implications	This will involve a change to service provision, bringing together several team functions from across a combination of teams within Children SC&YI and Education								
		Impact on other departments	Not significant, however, work is taking place to identify any possible impact across wider children's services/partners,								
		Equalities Implications	Contained with the EIA assessment as part of the reorganisation process.								
		TOM Implications	This delivers the early help redesign as stated in the TOM								
Total Children, Schools and Families Savings					700	0	0	0			

DEPARTMENT: Children, Schools and Families - New savings 2020-24

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	Service	**Children Social Care**	692	100				High	High	SS1
		Description	**Review of current Adolescent and Family service provision to identify efficiencies and opportunities for closer alignment to other CSF services**								
		Service Implication	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.								
		Staffing Implications	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.								
		Business Plan implications	Reduction of staff across CSF is an existing action in the CSF Business Plan								
		Impact on other departments	None								
		Equalities Implications	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.								
		TOM Implications	Consistent with TOM								

DEPARTMENT: Children, Schools and Families - New savings 2020-24

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	Service	**Children Social Care**	66	45				High	Low	SNS1
		Description	**Development of Family Network Co-Ordinators Service**								
		Service Implication	Replaces unachieved savings attached to FDAC. FDAC has been decomissioned. 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.								
		Staffing Implications	The DfE funding and CSC & YI reorganisation will fund staffing of this service.								
		Business Plan implications	This is consistent with using community and family resources to build resilience and reduce the need for statutory interventions.								
		Impact on other departments	None								
		Equalities Implications	None								
		TOM Implications	This is consistent with the TOM objective to reduce the number of children requiring statutory interventions from CSF.								
C&YP	CSF2019-15	Service	**Children Social Care**	252	50				High	Medium	SNS1
		Description	**Culture change and clarification of financial support entitlements for care leavers**								
		Service Implication	Change in service culture. Increased scrutiny and clarity of care leaver eligibility for financial support. Likely to lead to a reduction in some payments.								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	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.								
		TOM Implications	Consistent with TOM objectives to reduce the number of young people receiving support from statutory services								

DEPARTMENT: Children, Schools and Families - New savings 2020-24

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	Service	**Children Social Care**	643	20	20			High	Medium	SNS1
		Description	**Implementation of the DfE National Minimum rate for Fostering, Special Guardianship & Adoption Allowances; Refresh of Special Guardianship Finanical Support policy**								
		Service Implication	1) Foster carers receive an allowance (for the child) and a fee (renumeration 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.								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
		TOM Implications	This is consistent with the TOM objective to reduce the number of children requiring statutory interventions from CSF.								
C&YP	CSF2019-17	Service	**Children Social Care**	992	20	40			Medium	Low	SP1
		Description	**Increased use of in-house foster carers**								
		Service Implication	Focus on foster carer recruitment, assessment timeliness, and alternative support model through Mockingbird initiative.								
		Staffing Implications	None								
		Business Plan implications	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.								
		Impact on other departments	None								
		Equalities Implications	None								
		TOM Implications	Consistent with increased procurement efficiencies								

DEPARTMENT: Children, Schools and Families - New savings 2020-24

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	Service	Education	723	200	200			Medium	High	SS1
		Description	Review and reshape of shortbreaks provision across CWD, Brightwell, commissioned provision and the in house shortbreak service								
		Service Implication	Reshape of the offer for families, will result in a change to the service offer, Further work is required to fully understand the imact of this								
		Staffing Implications	Anticipated redundancies via direct services Shortbeaks service and Brightwell Specialist Provision								
		Business Plan implications	None								
		Impact on other departments	Possible interface between adults services/transitions								
		Equalities Implications	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 familes and chidlen as they have protected characteristics								
		TOM Implications	In line with service wide reshaping and generating efficiencies								
C&YP	CSF2019-19	Service	Education	2,558	50	150			Medium	High	SP1
		Description	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								
		Service Implication	Fewer children and families will benefit from home to school/college travel support								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	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								
		TOM Implications	The CSF TOM commits us to consider transport efficiencies								

DEPARTMENT: Children, Schools and Families - New savings 2020-24

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	Service Description	**Revenue costs of capital projects** 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
		Service Implication	None.								
		Staffing Implications	None.								
		Business Plan implications	None.								
		Impact on other departments	None.								
		Equalities Implications	None.								
		TOM Implications	None								

DEPARTMENT: Children, Schools and Families - New savings 2020-24

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	**Service Description**	**Legal hard-charging** 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
		Service Implication	None.								
		Staffing Implications	None.								
		Business Plan implications	None.								
		Impact on other departments	None.								
		Equalities Implications	None.								
		TOM Implications	None								
C&YP	CSF2019-22	**Service Description**	**PFI Unitary charges** 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
		Service Implication	None.								
		Staffing Implications	None.								
		Business Plan implications	None.								
		Impact on other departments	None.								
		Equalities Implications	None.								
		TOM Implications	None								

DEPARTMENT: Children, Schools and Families - New savings 2020-24

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	Service Description	**Pension and Redundancy charges** 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
		Service Implication	None.								
		Staffing Implications	None.								
		Business Plan implications	None.								
		Impact on other departments	None.								
		Equalities Implications	None.								
		TOM Implications	None								
Total					1,460	410	0	0			

DEPARTMENT: CHILDREN, SCHOOLS & FAMILIES SAVINGS - BUDGET PROCESS 2021/22

Panel	Ref	Description of Saving		Baseline Budget 20/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	2021-22 CSF01	Service/Section Description	Education & Early Help Reduction made in provision for PFI Unitary Charges		£450	£0	0	0	High	Low	SI1
		Service Implication	None. Generated from increased school contributions due to increased pupil numbers. Note MTFS still needs to allow for increasing 'affordibility gap' general fund contributions over the next 8 years.								
		Staffing Implications	None								
		Business Plan implications	The "underspend" on the unitary charge is the result of schools income being above the budget that is set and this level of income over budget is expected to continue for the next 2-3 years. The income is based upon pupil numbers, and as the "primary bulge" continues to work through this situation is expected to continue with a small rise in pupil numbers then a plateau for a period. The "saving" is therefore expected to be available in 2021/22, and then will progressively reduce.								
		Impact on other departments Equalities Implications	None								

DEPARTMENT: CHILDREN, SCHOOLS & FAMILIES SAVINGS - BUDGET PROCESS 2021/22

Panel	Ref		Description of Saving	Baseline Budget 20/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	2021-22 CSF02	Service/Section Description Service Implication	**Education & Early Help** **Rationalisation of Children's Centres** Review of the buildings and service offer. Likely to make some savings but will need to review and unpick the income-generating capacity of these buildings. Buildings currently occupied by partners who pay rental income. This is likely to reduce the number of Children's Centre sites and will require specific public consultation and anticipated communication with DFE		£0	£200			Medium	Medium	
		Staffing Implications									
		Business Plan implications Impact on other departments Equalities Implications	Would need discussion with Health partners as they currently provide a rental income stream.								
Total Children Schools and Families Savings				£450	£200	£0	£0			

DEPARTMENT: CHILDREN, SCHOOLS & FAMILIES SAVINGS - BUDGET PROCESS 2021/22 TO CABINET 18 January 2021

Panel	Ref	Description of Saving		Baseline Budget 20/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	2021-22 CSF03	Service/Section	CSF		200	0	0	0	High	Low	SI1
		Description	Ongoing underspend								
		Service Implication	The proposal is to offer up part of the current ongoign underspend in the service. The impact will be spread amongst underspending budget lines based on period 10 budget monitoring.								
		Staffing Implications	None								
		Business Plan implications	Reduces future flexiblity								
		Impact on other departments	None								
		Equalities Implications	Mininal as it will not affect current savings.								
Total Children Schools and Families Savings to Cabinet 18 January 2021					**200**	**0**	**0**	**0**			

ENVIRONMENT AND REGENERATION SAVINGS SUMMARY BY YEAR

			2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
E1	Regulatory Services Partnership	**Investigate potential commercial opportunities to generate income**	75			
E3	Leisure & Culture Development Team	**Polka Theatre Grant Reduction**				
Total Environment & Regeneration New Savings 2018/19			**75**	**0**	**0**	
ENV1819 - 01	Leisure & Culture	Five year extension of the GLL contract				
ENV1819 - 02	Parking Services	Operational efficiencies.				
ENV1819 - 03	Parking Services	support the delivery of key strategic council priorities	0	0		
ENV1819 - 04	Parking Services	Reduction in the number of pay & display machines	26	14		
ENV1819 - 05	FutureMerton	Highways advertising income				
Total Environment & Regeneration New Savings December 2018			**26**	**14**	**0**	**0**
ENV1920 - 01	Parking Services	Change PCN charge band from Band A to Band B	340			
ENV1920 - 02	Parking Services	Income from ANPR moving traffic offences				
ENV1920 - 03	Property Management	Realign rental income budgets				
ENV1920 - 04	Waste Services	Reduction in waste volumes and recycling increases				
ENV1920 - 05	Waste Services	Kingdom Environment contract reprocurement				
ENV1920 - 06	Future Merton	Highways advertising income	70			
Total Environment & Regeneration New Savings 2020-24			**410**	**0**	**0**	**0**
E1	Regularity Services	Investigate potential commercial opportunities	**(75)**			
E1	Regularity Services	Investigate potential commercial opportunities	**65**	**75**		
Total Environment & Regeneration Deferred Savings 2020-24			**(10)**	**75**	**0**	**0**
ENV2021-01		Future Merton - Street works team income	100	0	0	0
ENV2021-02		Development Control/Building Control - Increase PPA's income through a dedicated Majors team	80	0	0	0
ENV2021-03		Parking - Review of back office processes and efficiencies	0	0	100	50
ENV2021-04		Parking - EBC - potentially commencing in 2nd half of 2021/22	750 - 1,000	750 - 1,000	(150) - (200)	(135) - (180)
Total Environment & Regeneration Savings Cabinet November 2020			**930**	**750**	**(50)**	**(85)**
ENV2021-05		Development Control/Building Control - Reduction is various minor budget spends	12	0	0	0
ENV2021-06		Safer Merton & CCTV - Service restructure	35		0	0
ENV2021-07		Property Management - Increase residential (former Service tenancies) rent (increased income)	0	100	0	0
ENV2021-08		Parking - Activity to improve On Street parking compliance.	100	100	0	0
ENV2021-09		Waste Services - Environmental Enforcement: Zero tolerance approach to littering and environmental offences	52	0	0	0
ENV2021-10		Development Control/Building Control - Savings as a result of the 'Assure' M3 upgrade	15	15	0	0
Total Environment & Regeneration Savings Cabinet January 2021			**214**	**215**	**0**	**0**
E1	Regulatory Services Partnership	Investigate potential commercial opportunities to generate income from provision of business advice.	**(65)**	**(10)**	**75**	**0**
Total Environment & Regeneration Deferred Savings Cabinet November 2020			**(65)**	**(10)**	**75**	**0**
ENV2021-04	Amendment to Saving	Parking - EBC - potentially commencing in 2nd half of 2021/22	**0**	**0**	**(450)**	**(440)**
Total Environment & Regeneration Amendment to Saving Cabinet January 2021			**0**	**0**	**(450)**	**(440)**
Total Environment & Regeneration Savings 2021-25			**1,580**	**1,044**	**(425)**	**(525)**
Total Environment & Regeneration Savings 2021-25 (cumulative)			**1,580**	**2,624**	**2,199**	**1,674**

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	ENV1819 - 01	**Service/Section Description**	**Leisure & Culture** Five year extension of the GLL contract	(292)	60				**Medium**	**Low**	**SP1**
		Service Implication	Extend continuity of service provision with same contractor for 5 further years.								
		Staffing Implications	None								
		Business Plan implications	Continuity of service maintained with existing contractual arrangements. Puts back the need to reprocure contract by five years								
		Impact on other departments	Procurement and legal - as re-procurement delayed by 5 years; Children, Schools and Families - continuity of service provision by current contractor for 5 further years - school curriculum swimming, etc.								
		Equalities Implications	Continuity of service maintained with existing contractual arrangements.								
		TOM Implications	Contract change creating efficiencies. Key officer across council will be involved in the detail of the changes to ensure delivery.								
	ENV1819 - 02	**Service/Section**	**Parking Services**	839		57			**Low**	**Low**	**SS1**
		Description	Operational efficiencies. Parking services manage a high level of transactional applications, for PCN, Permit and general enquiries. Through improved use of technology and a review of practices, including the development of self service transactions by customers opposed to back office staff processing, efficiency savings can be made.								
		Service Implication	None								
		Staffing Implications	Reduction of 2fte								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
		TOM Implications	Consistent with TOM direction of travel								

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	ENV1819 - 03	Service/Section	Parking Services	(7,928)	1,900	1,900			Medium	High	SI1
		Description	The objective of the proposal is to support the delivery of key strategic council priorities including public health, air quality and sustainable transportation, in addition to managing parking, kerbside demand and congestion. Whilst implementation of the proposals will have the incidental effect of generating additional revenue, it is difficult to assess the level of change in customer behaviour and any subsequent financial impact arising from the changes. This will be monitored after implementation and any resulting impacts will be considered during the future years' budget planning cycles. The above will be subject to the outcome of the consultation process in 2019.								
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	Currently under review								
		TOM Implications	Consistent with TOM direction of travel								
	ENV1819 - 04	Service/Section	Parking Services	72		13	26	14	Low	Low	SNS1
		Description	Reduction in the number of pay & display machines required.								
		Service Implication	There will be a level of one-off costs in respect of machine removal, but this is yet to be quantified.								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	Savings will also be achieved on the cash collection contract, the budget for which sits within Corporate Services.								
		Equalities Implications	May impact on residents without access to mobile technology.								
		TOM Implications	None								

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	ENV1819 - 05	Service/Section	FutureMerton								
		Description	Highways advertising income through re-procurement of the advertising contract for the public highway. New contract due to be in place by last quarter of 2019/20.	(218)	55				Medium	Low	SP1
		Service Implication	Will know more on service implications following temporary engagement of advisor on digital advertising								
		Staffing Implications	Staffing required to procure new contract, also expertise in digital advertising required to advise on content of new contract								
		Business Plan implications	Additional income meaning more financial resilience for the council.								
		Impact on other departments	Positive impact - New contract will allow for advertising of council services on panels								
		Equalities Implications	None								
		TOM Implications	Delivering part within TOM								
			Total Environment and Regeneration Savings		**2,015**	**1,970**	**26**	**14**			

SAVINGS TARGET	**263**	**5,066**	**807**	**495**	**6,631**

SHORTFALL / (SURPLUS)	**(1,752)**	**3,096**	**781**	**481**	**2,606**

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
SPROP	Reduction in Property related costs

Panel

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

CABINET OCTOBER 2017: NEW SAVINGS
DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS

2018/19 Panel	Ref		Description of Saving	Baseline Budget 17/18 £000	2017/18 £000	2018/19 £000	2019/20 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	ENR10	Service/Section	Leisure & Culture							
		Description	Two year extension of the GLL contract	573			300	Med	Low	SP1
		Service Implication	Extend continuity of service provision with same contractor for 2 further years.							
		Staffing Implications	None							
		Business Plan implications	Continuity of service maintained with existing contractual arrangements. Puts back the need to reprocure contract by two years							
		Impact on other departments	Procurement and legal - as re-procurement delayed by 2 years; Children, Schools and Families - continuity of service provision by current contractor for 2 further years - school curriculum swimming, etc.							
		Equalities Implications	Continuity of service maintained with existing contractual arrangements.							
		TOM Implications	Contract change creating efficiencies. Key officer across council will be involved in the detail of the changes to ensure delivery.							

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
CC Corporate Capacity
HC&OP Healthier Communities & Older People
SC Sustainable Communities

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref		Description of Saving	Baseline Budget 17/18 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E1	Service/Section	**Regulatory Services Partnership**	0	60	65	75	Med	Low	SI2
		Description	Investigate potential commercial opportunities to generate income from provision of business advice. This follows on from the expansion of the RSP to include Wandsworth from November 2017, and increased resilience.							
		Service Implication	Will need to ensure no conflict of interest in respect of service delivery.							
		Staffing Implications	Developing new areas of business will need careful consideration of deployment of existing resources.							
		Business Plan implications	Consistent with Business Plan objectives							
		Impact on other departments	None, but will need to consider potential impact on partner boroughs.							
		Equalities Implications	None.							
		TOM Implications	Consistent with objective of making service more commercially driven.							
SC	E2	Service/Section	**Waste Services**	302	30			Med	Med	SP2
		Description	Thermal Treatment of wood waste from HRRC							
		Service Implication	Reduced recycling rate at HRRC down by c26%							
		Staffing Implications	None							
		Business Plan implications	Change in focus to measure diversion from Landfill compared to recycling performance							
		Impact on other departments	South London waste Partnership will need to be consulted							
		Equalities Implications	None							
		TOM Implications	Negative impact on recycling performance.							

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref	Description of Saving		Baseline Budget 17/18 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E3	Service/Section	Leisure & Culture Development Team							
		Description Service Implication	Polka Theatre Grant Reduction Polka Theatre are redeveloping their site in Wimbledon and the council is committed to investing £150k of capital/section 106 towards that project. Once the project is complete Polka will be capable of generating more income and become more financially stable, thus not requiring all of the current grant. The council will still need to fund some grant as it is a requirement of other funding bodies.	64		30		Low	Low	SG2
		Staffing Implications	None							
		Business Plan implications	Polka Theatre is a key contributor to delivering outcomes for local residents and communities. They support the borough's strategic plan for 'Bridging the Gap.'							
		Impact on other departments	Other departments will still be able to commission services from Polka, as they do currently.							
		Equalities Implications	None							
		TOM Implications	None							

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref	Description of Saving		Baseline Budget 17/18 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E4	Service/Section	Sustainable Communities	0	100			Low	Med	SP1
		Description	Income from Merantun Development Limited for services provided to the company by LBM							
		Service Implication	None							
		Staffing Implications	None							
		Business Plan implications	Consistent with Business Plan objectives							
		Impact on other departments	Increased work for finance and procurement teams delivered by service level agreements with Merantun Development							
		Equalities Implications	None							
		TOM Implications	In line with TOM objectives							
SC	E5	Service/Section	Greenspaces	513	50			Low	Low	SI2
		Description	Letting of remaining vacant facilities in Greenspaces							
		Service Implication	None							
		Staffing Implications	None							
		Business Plan implications	Consistent with Business Plan objectives							
		Impact on other departments	None insignificant							
		Equalities Implications	None							
		TOM Implications	Integral to Greenspaces TOM							

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref		Description of Saving	Baseline Budget 17/18 £000	2019/20 £000	2020/21 £000	2021/22 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E6	Service/Section	Greenspaces							
		Description	Increased tenancy income in Greenspaces	513	40			Med	Low	SI1
		Service Implication	None							
		Staffing Implications	None							
		Business Plan implications	Consistent with Business Plan objectives							
		Impact on other departments	None insignificant							
		Equalities Implications	None							
		TOM Implications	Integral to Greenspaces TOM							
		Total Environment and Regeneration Savings			280	95	75			

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
SPROP   Reduction in Property related costs

Panel

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

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2020/21

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)
	ENV1920-01	Service/Section	Parking Services								
		Description	Application to change Merton's PCN charge band from band B to band A. To effect this a full business case will need to be presented to Full Council. Following this, an application will be made to the London Councils Transport, and Environment Committee. Depending on the outcome at the Committee, the Mayor will also be required to ratify the application and the Secretary of State has final sign off. This 'saving' reflects the impact on estimated revenue until motorist compliance takes full effect .The objective is to reduce non-compliance but if the band change is implemented it is likely that there will be a short term increase in revenue. In setting out its measures of success, the proposed bandings and increase in PCN charges aims to deliver better compliance and driver behaviours in respect of parking regulations, which will reduce congestion, and lead to improved traffic flows and availability of spaces. The purpose of PCN parking charges is to dissuade motorists from breaking parking restrictions and charges must be proportionate. The income from charges must only be used in accordance with the Road Traffic Regulation Act 1984. These purposes are contained within the Council's traffic management and other policy objectives.	(7,921)	340	340			Med	Low	SI1
		Service Implication	System configuration & consultation process.								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	To be assessed								
		TOM Implications	consistent with TOM objectives								

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2020/21

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)
	ENV1920-02	Service/Section	Parking Services	(7,921)	300				Low	Low	SI2
		Description	Compliance rates for ANPR Moving Traffic Offences have not decreased significantly or as estimated since the implementation of the ANPR cameras and as a consequence the PCN revenue remains above original estimations. This 'saving' recognises revenue currently being received by the Council rather than any estimated increase. The purpose of PCN parking charges is to dissuade motorists from breaking parking restrictions and charges must be proportionate. The income from charges must only be used in accordance with the Road Traffic Regulation Act 1984. These purposes are contained within the Council's traffic management and other policy objectives.								
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
		TOM Implications	consistent with TOM objectives								
	ENV1920-03	Service/Section Description	Property Management Realign rental income budgets to better reflect current levels of income being achieved from conducting rent reviews in line with tenancy agreements	(4,450)	300				Low	Low	SI2
		Service Implication	None								
		Staffing Implications	Managed within existing resource								
		Business Plan implications	In line with Business Plan								
		Impact on other departments	None								
		Equalities Implications	None								
		TOM Implications	In line with TOM								

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2020/21

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)
	ENV1920-04	Service/Section	Waste Services	6,266	250				Med	Low	SNS1
		Description	The service change in October 2018 has had a significant impact on waste arisings and recycling levels. Residual waste volume has reduced by c12% whilst recycling levels have increased from c34% to c45% . Whilst we have already built £250k into the MTFS we believe that this can be added to.								
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
		TOM Implications	consistent with TOM objectives								
	ENV1920-05	Service/Section Description	Waste Services The Kingdom environment enforcement contract is due for reprocurement and renewal in Spring 2020. This provides an opportunity for it to be broadened and also to ensure that its operation is as effective as possible for the Council .	(517)	50				Med	Med	SI2
		Service Implication	Possible broadening of FPN offences being enforced. Also, payment rate and volume could go down								
		Staffing Implications	None								
		Business Plan implications	Improved enforcement presence across the Borough and opportunity to work across divisions to maximise potential enforcement receipts								
		Impact on other departments	Possible improvements in the type and number of enforcements.								
		Equalities Implications	To be considered as part of expansion of enforcement remit								
		TOM Implications	Refines and improves enforcement model within scope of TOM								
			Total Environment and Regeneration Savings	**1,240**	**340**	**0**	**0**				

Previously Agreed Saving

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS

Budget Process	Ref	Description of Saving		2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E1	**Service/Section** **Description**	**Regulatory Services Partnership** Investigate potential commercial opportunities to generate income from provision of business advice. This follows on from the expansion of the RSP to include Wandsworth from November 2017, and increased resilience.	60	65	75		Med	Low	SI2
		Service Implication	Will need to ensure no conflict of interest in respect of service delivery.							
		Staffing Implications	Developing new areas of business will need careful consideration of deployment of existing resources.							
		Business Plan implications	Consistent with Business Plan objectives							
		Impact on other departments	None, but will need to consider potential impact on partner boroughs.							
		Equalities Implications	None.							
		TOM Implications	Consistent with objective of making service more commercially driven.							
			Total Environment and Regeneration Savings	60	65	75	0			

Deferred Savings

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS

Budget Process	Ref	Description of Saving		2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E1	**Service/Section Description**	**Regulatory Services Partnership** Investigate potential commercial opportunities to generate income from provision of business advice. This follows on from the expansion of the RSP to include Wandsworth from November 2017, and increased resilience.	60		65	75	Med	Low	SI2
		Service Implication	Will need to ensure no conflict of interest in respect of service delivery.							
		Staffing Implications	Developing new areas of business will need careful consideration of deployment of existing resources.							
		Business Plan implications	Consistent with Business Plan objectives							
		Impact on other departments	None, but will need to consider potential impact on partner boroughs.							
		Equalities Implications	None.							
		TOM Implications	Consistent with objective of making service more commercially driven.							
		Total Environment and Regeneration Savings		60	0	65	75			

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
SPROP	Reduction in Property related costs

Panel

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

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	Service/Section	FutureMerton	(273)	40	70			Low	Low	SP1
		Description	Highways advertising income through re-procurement of the advertising contract for the public highway.								
		Service Implication	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.								
		Staffing Implications	None								
		Business Plan implications	Additional income meaning more financial resilience for the council.								
		Impact on other departments	Positive impact - New contract will allow for advertising of council services on panels								
		Equalities Implications	None								
		TOM Implications	Delivering part within TOM								
Total Environment and Regeneration Savings					**40**	**70**	**0**	**0**			

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

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

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)
ER23b	**Service/Section Description**	**Property Management** Restructure of team to provide more focus on property management and resilliance within the team.	52	18			Low	Low	SS2
	Service Implication **Staffing Implications**	Loss of 1 FTE and the introduction of graduate trainee roles to fill vacant positions.							
	Business Plan **Impact on other** **Equalities Implications** **TOM Implications**	None. None. None. In line with the TOM							
ENV02	**Service/Section Description**	**Parking Services (CEO team)** 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.		190			Medium	Medium	SS2
	Service Implication **Staffing Implications**	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							
	Business Plan implications **Impact on other departments** **Equalities Implications** **TOM Implications**	No impact on business plan - allows same outputs with fewer staff None Will require consultation but no immediate equalities implications This review is mentioned in the TOM but is not referred to in any budgetary forecast . This is consistent with direction of travel in TOM							
ENV07	**Service/Section Description** **Service Implication** **Staffing Implications** **Business Plan** **Impact on other** **Equalities Implications** **TOM Implications**	**Parking Services** Reduction in supplies & services/third party payment budgets. May result in slight reduction in quality of some areas of service. None None None None consistent with TOM direction of travel			47		Low	Low	SNS1
ENR4	**Service/Section Description** **Service Implication** **Staffing Implications** **Business Plan** **Impact on other** **Equalities Implications** **TOM Implications**	**Parking & CCTV Services** 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	Med	Low	SI2

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS
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	**Service/Section Description**	**Waste disposal** Increase level of Enforcement activities of internal team ensuring the operational service is cost neutral				200	**High**	**Low**	**SNS1**
	Service Implication	None							
	Staffing Implications	Skills Gap - Reduced level of engagement shifting focus to enforcement activities							
	Business Plan implications	Reduces level of engagement / inspections							
	Impact on other departments	ICT - Upgrade to the current system may be required, as well as mobile devices for staff.							
	Equalities Implications	None							
	TOM Implications	None							
E6	**Service/Section Description**	**Greenspaces** Increased tenancy income in Greenspaces				40	**Med**	**Low**	**SI1**
	Service Implication	None							
	Staffing Implications	None							
	Business Plan	Consistent with Business Plan objectives							
	Impact on other	None insignificant							
	Equalities Implications	None							
	TOM Implications	Integral to Greenspaces TOM							
		Total Environment and Regeneration Savings	52	208	47	340			
		Cumulative	52	260	307	647			

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	Service/Section	**Property Management**				70	**Low**	**Low**	**SI1**
	Description	Increased income already being achieved from conducting rent reviews in line with tenancy agreements							
	Service Implication	None							
	Staffing Implications	None							
	Business Plan implications	None							
	Impact on other departments	None							
	Equalities Implications	None							
	TOM Implications	In line with the TOM							
ALT1920-02	Service/Section	**Parking Services**				337	**Low**	**Low**	**SI2**
	Description	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.							
	Service Implication	None							
	Staffing Implications	None							
	Business Plan implications	Realignment of service budget							
	Impact on other departments	None							
	Equalities Implications	None							
	TOM Implications	Consistent with TOM objectives.							
ALT1920-03	Service/Section	**Leisure & Culture**				10	**Low**	**Low**	**SP1**
	Description	Increased income from Leisure Centres Management Contract							
	Service Implication	None							
	Staffing Implications	None							
	Business Plan implications	None							
	Impact on other departments	None							
	Equalities Implications	None							
	TOM Implications	None							
ALT1920-04	Service/Section	**Waste Services**				150	**Medium**	**Low**	**SNS1**
	Description	Increase level of Environmental Enforcement activities of both internal team & service provider - ensuring the operational service is cost neutral							
	Service Implication	None							
	Staffing Implications	Skills Gap - Reduced level of engagement shifting focus to enforcement activities							
	Business Plan implications	Reduces level of engagement / inspections							
	Impact on other departments	ICT - Upgrade to the current system may be required, as well as mobile devices for staff.							
	Equalities Implications	None							
	TOM Implications	None							

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	**Service/Section**	**Waste Services**							
	Description	Reduction in external training budget.				6	**Low**	**Low**	**SNS2**
	Service Implication	None							
	Staffing Implications	None (retained budget sufficent to meet need)							
	Business Plan implications	None							
	Impact on other departments	None							
	Equalities Implications	None							
	TOM Implications	None							
ALT1920-06	**Service/Section**	**Greenspaces**							
	Description	Reduction in grant to Deen City farm as part of agreement involving capital investment				10			
	Service Implication	None							
	Staffing Implications	None							
	Business Plan implications	None							
	Impact on other departments	None							
	Equalities Implications	None							
	TOM Implications	None							
ALT1920-07	**Service/Section**	**Greenspaces**							
	Description	Realign budgets to better reflect current levels of income from outdoor events.				64			
	Service Implication	None							
	Staffing Implications	None							
	Business Plan implications	None							
	Impact on other departments	None							
	Equalities Implications	None							
	TOM Implications	None							
		Total Environment and Regeneration Savings	**0**	**0**	**0**	**647**			

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**

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2020/21

Panel	Ref	Description of Saving		Baseline Budget 20/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	ENV2021-01	Service/Section Description	**Future Merton** Street works team income (increase in income)	(120)	100				Low	Low	SI2
		Service Implication	Captures over achievement over the last few years								
		Staffing Implications	Undertaken within existing staff team								
		Business Plan implications	In line with business plan								
		Impact on other departments	None								
		Equalities Implications	None								
OS	ENV2021-02	Service/Section Description	**Development Control/Building Control** Increase PPA's income (increased income) through a dedicated Majors team	(74)	80				Med	Low	SI2
		Service Implication	Assuming buoyant economy and level of development remains stable.								
		Staffing Implications	Would be met within the existing team with a dedicated majors team resource								
		Business Plan implications	In line with the business plan								
		Impact on other departments	Minimal								
		Equalities Implications	Minimal								
OS	ENV2021-03	Service/Section Description	**Parking** Review of back office processes and efficiencies	1,650			100	50	Low	Low	SS1
		Service Implication	To be reviewed								
		Staffing Implications	To be reviewed								
		Business Plan implications	In line with existing objectives.								
		Impact on other departments	None								
		Equalities Implications	None identified at present.								
OS	ENV2021-04	Service/Section Description	**Parking** EBC - potentially commencing in 2nd half of 2021/22. Assumes a 10% reduction in 2023/24, and a further 10% in 2024/25.	(11,996)	750 - 1,000	750 - 1,000	(150) - (200)	(135) - (180)	Low	Low	SI2
		Service Implication	To be reviewed								
		Staffing Implications	To be reviewed								
		Business Plan implications	In line with existing objectives.								
		Impact on other departments	None								
		Equalities Implications	To be reviewed as part of democratic processes relating to emissions based charging.								
		Total Environment and Regeneration Savings			930 - 1,180	750 - 1,000	(50) - (100)	(85) - (130)			

Previously Agreed Saving

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS

Budget Process	Ref	Description of Saving		2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E1	**Service/Section** **Description**	**Regulatory Services Partnership** Investigate potential commercial opportunities to generate income from provision of business advice. This follows on from the expansion of the RSP to include Wandsworth from November 2017, and increased resilience.	65	75			Med	Low	SI2
		Service Implication	Will need to ensure no conflict of interest in respect of service delivery.							
		Staffing Implications	Developing new areas of business will need careful consideration of deployment of existing resources.							
		Business Plan implications	Consistent with Business Plan objectives							
		Impact on other departments	None, but will need to consider potential impact on partner boroughs.							
		Equalities Implications	None.							
		TOM Implications	Consistent with objective of making service more commercially driven.							
			Total Environment and Regeneration Savings	65	75	0	0			

Deferred Savings proposal

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS

Budget Process	Ref	Description of Saving		2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E1	**Service/Section** **Description**	**Regulatory Services Partnership** Investigate potential commercial opportunities to generate income from provision of business advice. This follows on from the expansion of the RSP to include Wandsworth from November 2017, and increased resilience.		65	75		Med	Low	SI2
		Service Implication	Will need to ensure no conflict of interest in respect of service delivery.							
		Staffing Implications	Developing new areas of business will need careful consideration of deployment of existing resources.							
		Business Plan implications **Impact on other departments**	Consistent with Business Plan objectives None, but will need to consider potential impact on partner boroughs.							
		Equalities Implications **TOM Implications**	None. Consistent with objective of making service more commercially driven.							
			Total Environment and Regeneration Savings	0	65	75	0			
			Change	(65)	(10)	75	0			
			Cumulative	(65)	(75)	0	0			

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2020/21

Panel	REF		Description of Saving	Baseline Budget 20/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	ENV2021-05	**Service/Section Description** **Service Implication** **Staffing Implications** **Business Plan implications** **Impact on other departments** **Equalities Implications**	**Development Control/Building Control** Reduction is various minor budget spends None None None None None	var.	12				Low	Low	SNS1
OS	ENV2021-06	**Service/Section** **Description** **Service Implication** **Staffing Implications** **Business Plan implications** **Impact on other departments** **Equalities Implications**	**Safer Merton & CCTV** Service restructure across Safer Merton and CCTV No significant service implications Restructure of the service to create further efficiencies of £35k None None None	779	35				Low	Low	SS2
SC	ENV2021-07	**Service/Section Description** **Service Implication** **Staffing Implications** **Business Plan implications** **Impact on other departments** **Equalities Implications**	**Property Management** Increase residential (former Service tenancies) rent (increased income) Would require the council to 'deregister' as a housing provider Within exiting staff resource In line with business plan Increased workload in SLLP team TBC	4,893		100			High	Med	SI1
SC	ENV2021-08	**Service/Section Description** **Service Implication** **Staffing Implications** **Business Plan implications** **Impact on other departments** **Equalities Implications**	**Parking** Activity to improve On Street parking compliance. Operational changes and equipment, transport, and infrastructure requirements. Resources required to facilitate. In line with existing objectives None None	-9,091	100	100			Low	Med	S12

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2020/21

Panel	REF	Description of Saving		Baseline Budget 20/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	ENV2021-09	Service/Section Description	**Waste Services - Environmental Enforcement** Zero tolerance approach to littering and environmental offences leading to increase in the intensification of patrols and subsequent fix penalty notices being issued.	-517	52				Med	Med	SI2
		Service Implication	Increased deployment of Environmental Enforcement Officers - NOTE: sustained delivery of target has the potential to decrease over time as compliance improves								
		Staffing Implications	Increase in FTE managed by external service provider								
		Business Plan implications	None								
		Impact on other departments	SLLP - increase in number of cases escalated for prosecution due to non-payment of FPN.								
		Equalities Implications	None - all residents and visitors treated equally								
SC	ENV2021-10	Service/Section Description	**Development Control/Building Control** Savings as a result of the 'Assure' M3 upgrade . Reduce BC/DC admin by 1 FTE	283	15	15			Low	Low	SNS1
		Service Implication	Assumes increased efficiency and maintenance of the system will be done within the team and not by M3 consultant								
		Staffing Implications	Loss of 1FTE								
		Business Plan implications	In line with business plan								
		Impact on other departments	None								
		Equalities Implications	None								
Total Environment and Regeneration Savings					**214**	**215**	**0**	**0**			

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
SPROP   Reduction in Property related costs

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

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2020/21

Panel	Ref		Description of Saving	Baseline Budget 20/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	ENV2021-04	Service/Section Description	**Parking** EBC - potentially commencing in 2nd half of 2021/22. Assumes a 10% reduction in 2023/24, and a further 10% in 2024/25.	(11,996)	750 - 1,000	750 - 1,000	(150) - (200)	(135) - (180)	Low	Low	SI2
		Service Implication	To be reviewed								
		Staffing Implications Business Plan implications	To be reviewed In line with existing objectives.								
		Impact on other departments	None								
		Equalities Implications	To be reviewed as part of democratic processes relating to emissions based charging.								

REVISED VERSION

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2020/21

Panel	Ref		Description of Saving	Baseline Budget 20/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	ENV2021-04	Service/Section Description	**Parking** EBC - potentially commencing in 2nd half of 2021/22. Assumes a 10% reduction in 2023/24, and a further 10% in 2024/25.	(11,996)	750 - 1,000	750 - 1,000	(600) - (650)	(575) - (600)	Low	Low	SI2
		Service Implication	To be reviewed								
		Staffing Implications Business Plan implications	To be reviewed In line with existing objectives.								
		Impact on other departments	None								
		Equalities Implications	To be reviewed as part of democratic processes relating to emissions based charging.								
			CHANGE TO ENV2021-04		0	0	(450)	(440)			

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2020/21

Panel	Ref	Description of Saving	Baseline Budget 20/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)

Savings Type

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

Panel

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

COMMUNITY AND HOUSING SAVINGS BY YEAR

Ref	Service	Description of Saving	Baseline Budget £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
CH88	Adult Social Care	Homecare Monitoring System		0	0	0	
CH89	Older People Day Activities						
CH90	Out of Area Placements						
CH91	Supported Living/Residential Review						
CH92	Mobile Working						
CH93	Learning Disabilities Offer			500			
CH94	MHCT integration -pooled funding/resourcing			500			
Total Community & Housing New Savings December 2018				**1,000**	**0**	**0**	**0**
CH1	Public Health	Reduction in contracts and grants	10,000	500			
CH96	Adult Social Care	Homecare Monitoring System	41,348	110			
CH97	Library and Heritage Service	Increase income and better use of technology	2,185		60		
CH98	Adult Social Care	Transport - reduction in cost following review	1,196	200			
CH99	Adult Social Care	Promoting independence	41,348	500			
Total Community & Housing New Savings 2020-24				**1,310**	**60**	**0**	**0**
CH100		Review of in-house day care provision	6,248	0	700	0	0
CH101		Review of in-house LD Residential provision	6,248	0	544	0	0
CH102		Dementia hub re-commissioning	277	55	55	0	0
Total Community & Housing New Savings Cabinet November 2020				**55**	**1,299**	**0**	**0**
CH103		Housing Needs - Housing Related Support - floating support	1,213	176	0	0	0
Total Community & Housing New Savings Cabinet January 2021				**176**	**0**	**0**	**0**
Total Community & Housing Savings 2021-25				**2,541**	**1,359**	**0**	**0**
Total Community & Housing Savings 2021-25 (cumulative)				**2,541**	**3,900**	**3,900**	**3,900**

DEPARTMENT: Community and Housing 2019/20

Panel	Ref	Notes		Description of Saving		Baseline Budget 16/17	2019/20 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Adult Social Care										
			Service	**Placements**						
HC&OP	CH70		Description	**Home Care**			£301	H	L	SP1
			Service Implication	With additional investment into the service we plan a full implementation of new Home Care contracts in second full year, transferring all legacy spot placements and incentivising providers to reduce packages of care.						
			Staffing Implications	n/a						
			Business Plan implications	n/a						
			Impact on other departments	n/a						
			Equalities Implications	The care workforce is predominantly female and with some providers may have a significant number of BME staff who would be subject to transfer of employment to an employer not of their choice.						
			TOM Implications Service	n/a						
				Sub-total Adult Social Care Options			£301			
HC&OP	CH67	**Library & Heritage Service-Shared Management Structure - Outstanding 17/18 £27k , plus £11k allocation 19/20**	Description	Merton Arts Space income			£38	H	M	SI2
			Service Implication	Proposal to deliver income generation for the new Merton Arts Space venue in Wimbledon Library						
			Staffing Implications	Emphasis on existing staff to be more commercially savvy to draw in additional funds						
			Business Plan implications	Supports objectives to improve income generation						
			Impact on other departments	None identified						
			Equalities Implications	Merton Arts Space is a new multi-use arts and cultural space based in Wimbledon Library. The project has been funded by Arts Council England with aims to increase access to arts and cultural opportunities through libraries. The requirement to draw additional income in will mean that there is less of a balance between community and commercial bookings. Current contract end July 2017 and it is expected to create similar arrangement like Wimbletech						
			TOM Implications Service	The figures included in this savings proposal cannot be fully quantified until a full year of activities has taken place (the space has only been open for 4 months). Savings are indicative at this stage until further analysis is completed						
				Sub-total Libraries Options			38			
Total Community & Housing 2019/20							339			
Total Balance outstanding 2017/18-Libraries							27			
Total C&H Savings Proposal 2019/20							312			
Total C&H Savings Proposals							339			
(Shortfall)/Surplus							0			

502

DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - 2018/19 DEFERRED SAVINGS

Panel	Ref		Description of Saving	Baseline Budget	2018/19 £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Reputational Impact	Risk Analysis - Deliverability	Type of Saving (see key)
HC&OP	CH54 & CH20	Service Description	**Access Assessment and Commissioning staffing** Reduced staffing in social work and commissioning teams								
			Original staff savings (£433k) less alternatives (taxis £50k, transport £100k and MH staff £100k)	8,063	183	(183)	183	0	High	Medium	SS2
		Service Implication	Reduction in the ability to carry out assessments and reviews, social work support, safeguarding activities, DOLs responsibilities and financial assessments.								
		Staffing Implications	Redundancies - Some staff would be subject to redundancy								
		Business Plan implications	This will have an impact on the department's ability to meet it's statutory duties. Conceivable implications include longer waiting lists, delays in assessments and other support and a potential reduction in reviews which may in turn impact our finances. Work will be done to mitigate this impact.								
		Impact on other departments	The primary impact is on service users and partners, such as the NHS.								
		Equalities Implications	These changes impact on staff. A detailed EA would be undertaken at the time of any restructure. There is also an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.								

503

DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - 2018/19 DEFERRED SAVINGS

Panel	Ref	Description of Saving		Baseline Budget	2018/19 £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Reputational Impact	Risk Analysis - Deliverability	Type of Saving (see key)
SC	CH57	**Service Description**	**Housing Needs** Staff reduction in Housing Services Original staff savings in Housing were identified as unachievable but no alternatives were identified at that time	1011	118	(118)	118	0	High	High	SS2
		Service Implication	This makes service delivery very challenging, but will seek to preserve a greater number of front-line staff engaged with service delivery. The main impact will be upon supervisory and other management roles.								
		Staffing Implications	Deletion of 1.0 post (2017/18) and Deletion of 2.0 posts and Re-evaluation of 1.0 post (2018/19). Redundancy costs to the council and increased workloads for remaining staff								
		Business Plan implications	The business plan implication would ensure no further loss of front line staff with a corresponding ability to continue statutory housing act functions which include: Homelessness Prevention, Private Sector tenants rights and enforcement. The additional reductions in staffing (in addition to those identified in 2016/17) would be limited to management and supervisor posts. Whilst this will be increasingly challenging for the remaining management and staff, it is anticipated that the business will continue to be delivered with some adjustments made as necessary.								
		Impact on other departments	This will have an impact on children's and adult's social care								
		Equalities Implications	BME communities are over represented in homeless episodes. However, all groups will be affected by the reduction in front line housing services.								
		TOM Implications	This is consistent with the exisiting TOM								

DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - 2018/19 DEFERRED SAVINGS

Panel	Ref	Description of Saving		Baseline Budget	2018/19 £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Reputational Impact	Risk Analysis - Deliverability	Type of Saving (see key)
	CH65	**Service Description**	**Shared Service Arrangement** Reduced staffing through sharing services with neighbouring boroughs Original savings (£800k) less £100k still achievable and £600k alternatives saving		100	(100)	100	0	High	High	SS2
		Service Implication	This opens up new possibilities for partnership working and economies of scale. It may lead to less strategic management capacity.								
		Staffing Implications	Possible redundancies.								
		Business Plan implications	This is consistent with aims to promote partnership working with other local authorities and integration with the NHS.								
		Impact on other departments									
		Equalities Implications	As staff would be at risk there is an equalities implication. A detailed EA would be undertaken at the time of any restructure. In addition, part of the monitoring role relates to monitoring the ability of provider services to meet the needs of the diverse population and thus meeting our equalities duty. This may be impacted.								
		TOM Implications									
HC&OP	CH39	**Service Description**	**Extra Care Sheltered Housing** Reduction in staff for in-house unit and in contract value for commissioned unit, resulting in less support hours for residents.		1,572	99	(99)	99	0	High	High	SP2
		Service Implication	This would lead to a reduction in the extra support provided through the extra care sheltered housing block contracts and in house service.								
		Staffing Implications	There would be potential redundancies within the in-house provision								
		Business Plan implications	This provision is currently an alternative to residential care. After reviewing the contract the support we would continue to offer would be focused on those who meet our eligibility criteria.								
		Impact on other departments	None								
		Equalities Implications	There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.								

DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - 2018/19 DEFERRED SAVINGS

Panel	Ref	Description of Saving		Baseline Budget	2018/19 £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Reputational Impact	Risk Analysis - Deliverability	Type of Saving (see key)
HC&OP	CH 68 and 69	Service	Libraries		48	(48)	48	0	High	High	SS2
		Description	Shared services savings not achievable								
			Completion of Shared Library & Heritage Service Management Structure with another borough - £25k								
		Staffing Implications	These changes may impact on staff.								
		Business Plan implications	None.								
		Impact on other departments	Access to Library & Heritage Service managers may be more limited.								
		Equalities Implications	None.								
		TOM Implications	Identified as a key action within the new Library & Heritage Service TOM.								
		Total Savings			548	(548)	548				

DEPARTMENT: Community and Housing 2019/20- New Savings

Panel	Ref	Notes		Description of Saving		Baseline Budget 17/18	2019/20 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Adult Social Care										
			Service		Public Health					
17/18	CH81		Description		Public Health					
		The ring fenced Public Health Grant ends in March 2020, when funding becomes part of the Business Rate funding settlement. It is not known what will happen to mandation of PH services and what 100% BBR will mean for the funding of the council as a whole. The review of PH funding will have to take into consideration its impact on other services.	Service Implication		Main PH services have just been redesigned and re-commissioned according to PH TOM signed off March 17. An ongoing review of the range and scope of PH services commissioned.	500		High	High	SP1
			Staffing Implications		The team has just been restructured with reduction in senior staff and broadening of roles for joint commissioning (across the council with C&H and CSF and with the CCG); there is little scope in further team reduction but scope for efficiency through further development of joint commissioning roles.		-			
			Business Plan implications		Any substantial change in PH services is likely to impact on service provision in C&H and CSF; change of staff would reduce commissioning capacity for C&H and CSF.					
			Impact on other departments		Public Health focusses on population health improvement as well as reduction of health inequalities. People with the poorest health outcomes may receive less help.					
			Equalities Implications		Public Health focusses on people with the poorest health outcomes, so they may receive less or different help.					
			TOM Implications		The PH TOM was developed out of sync with the rest of the council and was signed off only in March 17.					
Total Community & Housing 2019/20							**500**			

DEPARTMENT: Community and Housing New Savings

Panel	Ref	Notes		Description of Saving	Baseline Budget	2020/21 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Adult Social Care									
			Service	**ASC - Access & Assessment**					
17/18	CH82	Savings on this scale, after a decade of making savings, are not deliverable by merely slicing back provision or cutting staffing. A more fundamental review of what Merton offers and delivers is necessary. There is an opportunity to make efficiencies and to improve the offer by integrating health and social care for older people with physical and mental health needs.	**Description** **Service Implication**	**Older People's social care (mental health)** Creating a fully integrated Older People's services, combining OP social work teams, OPMH teams with community health services to create a 'one stop shop' for supporting the most vulnerable older people, removing the barriers between health and social care. Integrating support for physical and mental health isues. This will make it easier for the most unwell and most frail to access the support they need, and for us to respond in the most effective ways, and thus maximising any potential for recovery of independence.		500	High	High	SNS2
			Staffing Implications	Creating integrated teams will mean changing roles, locations and ways of working. Any Staff reductions will be in management posts		100	High	High	SS1
			Business Plan implications **Impact on other departments**	It may require a pooled budget The integrated service will require a host organisation. The choice of the host will affect the demand on corporate services					
			Equalities Implications	This will impact on the council's response to vulnerable older people, most of whom either have a disability or a mental impairment.					
			TOM Implications	The TOM will need to be refreshed to reflect an integrated model					
			Services	**Adult Mental Health**					
17/18	CH83		**Description** **Service Implication**	**Adult Mental Health** A fundamental review of adult mental health services and staffing to ensure that we meet our duties under the Care Act in the most cost effective ways	1200	500	Medium	High	SS1
		Adult mental health has been protected from many of the savings rounds in the past, reflecting the historic gap between demand and supply. With this level of savings, this protection is no longer viable and we will need to look to reduce out offer to what the Care Act requires	**Staffing Implications**	A reduction in mental health management and front line posts					
			Business Plan implications **Impact on other**	reduction in offer					
			Equalities Implications	By the nature of the service, these savings will impact on people with mental ill health					
			TOM Implications	reduction in offer					

DEPARTMENT: Community and Housing New Savings

Panel	Ref	Notes	Description of Saving		Baseline Budget	2020/21 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
			Service	Public Health					
17/18	CH84		Description	Public Health					
		The ring fenced Public Health Grant ends in March 2020, when funding becomes part of the Business Rate funding settlement. It is not known what will happen to mandation of PH services and what 100% BBR will mean for the funding of the council as a whole. The review of PH funding will have to take into consideration its impact on other services.	Service Implication	Main PH services have just been redesigned and re-commissioned according to PH TOM signed off March 17. An ongoing review of the range and scope of PH services commissioned.		500	High	High	SP1
			Staffing Implications	The team has just been restructured with reduction in senior staff and broadening of roles for joint commissioning (across the council with C&H and CSF and with the CCG); there is little scope in further team reduction but scope for efficiency through further development of joint commissioning roles.		-	THIS IS THE SAME SAVING AS CH81 SO DO NOT DOUBLE COUNT		
			Business Plan implications	Any substantial change in PH services is likely to impact on service provision in C&H and CSF; change of staff would reduce commissioning capacity for C&H and CSF.					
			Impact on other departments	Public Health focusses on population health improvement as well as reduction of health inequalities. People with the poorest health outcomes may receive less help.					
			Equalities Implications	Public Health focusses on people with the poorest health outcomes, so they may receive less or different help.					
			TOM Implications	The PH TOM was developed out of sync with the rest of the council and was signed off only in March 17.					
Total	**Community & Housing 2020/21**					**1,600**			

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Risk Analysis - Reputational Impact
Adult Social Care											
		Service	Adult Social Care								
18/19	CH88	**Description** **Service Implication**	**Homecare Monitoring System** 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. 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 well as improve the 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.	94	11	78			**Medium**	**Low**	**SP1**
		Staffing Implications	None								
		Business Plan implications									
		Impact on other departments	Finance and IT. The system is to be upgraded, which may affect the interface with Mosaic and e5.								
		Equalities Implications	The proposals will have a positive impact for users of home care as it will improve monitoring of visits.								
		TOM Implications	Efficient use of resources								

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Risk Analysis - Reputational Impact
18/19	CH89	**Description** **Service Implication**	**Older People Day Activities** Merton has one internal day provision for 65+ customers in the borough and contracts extra capacity within woodlands day centre. There are also twenty lunch clubs that provide an alternative service. As less people are choosing to attend these formal day centres we increasingly have vacancies within these provisions that exceed expected demand. This proposal seeks to assess and analyse the demand and supply of activity aimed at supporting older people to access community activity. This will objectively look at the supply of building based and non-building based activity, its utilisation and the limitations on providing what people expect and need within the current model. It will provide the department with the rationale, future demand profile and capacity requirements future commissioning intentions of both external and in-house building based provision. It will also provide detail on which a 'Community Activity Market Position Statement can be produced. This aims to provide interested parties and organisation with the information on which they can build their business planning.	474	236				Medium	High	SNS2
		Staffing Implications									
			The implications will arise from the review and options appraisal.								
		Business Plan implications									
			The implications will arise from the review and options appraisal.								
		Impact on other departments									
			The implications will arise from the review and options appraisal.								
		Equalities Implications									
			The implications will arise from the review and options appraisal.								
		TOM Implications	Improving sustainability and efficient use of resources								
18/19	CH90	**Description** **Service Implication**	**Out of Area Placements** The aim of this proposal is to reduce the council's dependency on Out of Area placements for adults with mental ill health and/or learning disabilities. An 'Out of Area' placement is defined as not being in or near Merton. Out of area placements are more difficult to support and monitor and are, on average, more expensive. An improved local offer will be better for service users and reduce costs. A review is underway across south London in relation to mental heath. This replaces CH 82 and CH83			100			High	Medium	SP1
		Staffing Implications	None								
		Business Plan implications	The implications will arise from the review and options appraisal.								
		Impact on other departments	The implications will arise from the review and options appraisal.								
		Equalities Implications	The aim is to have a positive impact on users outcomes and wellbeing. Some MH users might be asked to move to different accommodation, but we will support them through any such decision.								
		TOM Implications	Efficient use of resources								

DEPARTMENT: Community and Housing 2019/20 New Savings

CABINET 10 DECEMBER 2018

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Risk Analysis - Reputational Impact
18/19	CH91	**Description** **Service Implication**	**Supported Living/Residential Review** We are reviewing the in-house Residential and Supported Living accommodation currently used by Merton for people with a Learning Disability. Our aim is to ensure that we fully understand the needs and wishes of the people we support, and can provide and commission the most appropriate accommodation locally, working with a range of partners. The review will take some time and any savings will not arise until 2020/21	1,138		400			High	High	SP1
		Staffing Implications	The implications will arise from the review and options appraisal								
		Business Plan implications	The implications will arise from the review and options appraisal								
		Impact on other departments	The implications will arise from the review and options appraisal								
		Equalities Implications	The aim is to improve outcomes for service users by offering wider choice locally. However, we recognise what some may find change difficult and will need significant support.								
		TOM Implications	Improving sustainability and efficient use of resources								

DEPARTMENT: Community and Housing 2019/20 New Savings   **CABINET 10 DECEMBER 2018**

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Risk Analysis - Reputational Impact
18/19	CH92	**Description** **Service Implication**	**Mobile Working** The aim of the proposal is to increase efficiency and productivity within the directorate through enabling more mobile, remote and flexible working across our workforce.	732		50			**Medium**	**Medium**	**SNS1**
		Staffing Implications	The proposals may change how people work and where their main base is.								
		Business Plan implications	Not yet known								
		Impact on other departments	Increased demand for IT to support mobile working								
		Equalities Implications	The proposal can support a better work life balance, e.g. by reducing travel time, but we recognise that not all solutions suit all staff.								
		TOM Implications	Improving efficiency and empowering the workforce								
18/19	CH93	**Description** **Service Implication**	**Learning Disabilities Offer** The proposal is to review of our offer to adults with Learning Disabilities (LD) 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 focus will be on those transitioning into adulthood or moving into the borough, who we will support to maximise their independence and reduce our dependency on residential care and other higher cost options.	8,000			£500		**Medium**	**High**	**SP1**
		Staffing Implications **Business Plan implications**	N/A The implications will arise from the review and options appraisal								
		Impact on other departments	The implications will arise from the review and options appraisal								
		Equalities Implications	The implications will arise from the review and options appraisal								
		TOM Implications	Improving sustainability and efficient use of resources								

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Risk Analysis - Reputational Impact
18/19	CH94	**Description** **Service Implication**	MHCT integration -pooled funding/resourcing	1,766			£500		High	High	SS2
			The proposal forms part of the Merton Health & Care Together partnership programme. The aim is to achieve efficiencies in management, administration, process and commissioning. This may be through having a single point of access and triage, to make best use of responsive services. It may also be by jointly commissioning similar and allied services to achieve better outcomes with a focus on recovery and maximising independence.								
		Staffing Implications	N/k - the model is at an early stage of development. A single point of access and triage may require closer co-location.								
		Business Plan implications	The implications will arise from the review and options appraisal								
		Impact on other departments	N/K at this stage								
		Equalities Implications	The implications will arise from the review and options appraisal, but it is expected to have a positive impact on people with ill health and disabilities								
		TOM Implications	Improving sustainability and efficient use of resources								
Total Community & Housing				12,204	247	628	1,000	0			

	2019/20	2020/21	2021/22	2022/23	
C&H Savings Target	247	4,751	762	600	6,360
					0
Shortfall/Surplus	0	4,123	238	600	4,485

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
SPROP	Reduction in Property related costs

Panel

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

514

DEPARTMENT: Community and Housing 2020/21   **CABINET 16 OCTOBER 2018**

Panel	Ref	Notes		Description of Saving	Baseline Budget 18/19	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Adult Social Care												
			Service									
18/19	CH87	Mascot Telecare provides support for individuals to live at home by a combination of alarms and sensors, The service increasingly underpins packages of care provided via social work and reablement teams and can enable practitioners to be more precise with the amount of care visits required. Mascot also provides this service to a large number of self funders, as well as having contracts with Housing Associations to monitor extra care and supported living sites. A new Telecare hub is due to be installed at Mascot in late 2018 which will enable to staff to have more time and opportunity to widen the support offered and seek new commercial opportunities.	Description	**Mascot Service(Direct Provision)** We are planning to maximise income generation from Telecare in a number of ways;	£470k		£100			**Medium**	**Medium**	**SNS2**
			Service Implication	Increase individual paying customers Review and renegotiate existing commercial contracts with Housing Associations, and seek more similar business. Compete for Telecare contracts in other boroughs. Explore commercial contracts for out of hours and concierge call handling services. Keep abreast of developments in all areas of Assistive Technology, including monitors and sensors, Telehealth, GPS, Robotics and similar. Explore benefits for ASC customers, self funders and as part of a more commercial offer to partner organisations.								
			Staffing Implications	There are no staffing implications.								
			Business Plan implications	This proposal fits in with the Adult Social Care plan, and Merton's Corporate Business Plan and MTFS								
			Impact on other departments	Continued support from IT services, increased liaison with Communications Team								
			Equalities Implications	None identified								
			TOM Implications	This is in line with the C&H TOM								
							100					
Total Community & Housing 2020/21							100					

DEPARTMENT: Community and Housing 2018/19-Replaced Savings

Panel	Ref		Description of Saving	Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Adult Social Care											
	CH20	Service Description	**Access Assessment and Commissioning staffing** Reduced staffing in social work and commissioning teams Original staff savings (£433k) less alternatives (taxis £50k, transport £100k and MH staff £100k)		(183)				High	Medium	SS2
		Service Implication	Reduction in the ability to carry out assessments and reviews, social work support, safeguarding activities, DOLs responsibilities and financial assessments.								
		Staffing Implications	Redundancies - Some staff would be subject to redundancy								
		Business Plan implications	This will have an impact on the department's ability to meet it's statutory duties. Conceivable implications include longer waiting lists, delays in assessments and other support and a potential reduction in reviews which may in turn impact our finances. Work will be done to mitigate this impact.								
		Impact on other departments	The primary impact is on service users and partners, such as the NHS.								
		Equalities Implications	These changes impact on staff. A detailed EA would be undertaken at the time of any restructure. There is also an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.								
		TOM Implications	This is consistent with the existing TOM								

DEPARTMENT: Community and Housing 2018/19-Replaced Savings

Panel	Ref		Description of Saving	Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CH57	Service Description	**Housing Needs** Staff reduction in Housing Services								
		Service Implication	Original staff savings in Housing were identified as unachievable but no alternatives were identified at that time		(118)				High	High	SS2
			This makes service delivery very challenging, but will seek to preserve a greater number of front-line staff engaged with service delivery. The main impact will be upon supervisory and other management roles.								
		Staffing Implications	Deletion of 1.0 post (2017/18) and Deletion of 2.0 posts and Re-evaluation of 1.0 post (2018/19). Redundancy costs to the council and increased workloads for remaining staff								
		Business Plan implications	The business plan implication would ensure no further loss of front line staff with a corresponding ability to continue statutory housing act functions which include: Homelessness Prevention, Private Sector tenants rights and enforcement. The additional reductions in staffing (in addition to those identified in 2016/17) would be limited to management and supervisor posts. Whilst this will be increasingly challenging for the remaining management and staff, it is anticipated that the business will continue to be delivered with some adjustments made as necessary.								
		Impact on other departments	This will have an impact on children's and adult's social care								
		Equalities Implications	BME communities are over represented in homeless episodes. However, all groups will be affected by the reduction in front line housing services.								
		TOM Implications	This is consistent with the existing TOM								

DEPARTMENT: Community and Housing 2018/19-Replaced Savings

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CH39	Service Description	**Extra Care Sheltered Housing** Reduction in staff for in-house unit and in contract value for commissioned unit, resulting in less support hours for residents. Original savings £450k less £10k still achievable and less £231k alternatives savings (income maximisation)		(42)				High	High	SP2
		Service Implication	This would lead to a reduction in the extra support provided through the extra care sheltered housing block contracts and in house service.								
		Staffing Implications	There would be potential redundancies within the in-house provision								
		Business Plan implications	This provision is currently an alternative to residential care. After reviewing the contract the support we would continue to offer would be focused on those who meet our eligibility criteria.								
		Impact on other departments	None								
		Equalities Implications	There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.								
		TOM Implications	This is consistent with the existing TOM								

DEPARTMENT: Community and Housing 2018/19-Replaced Savings

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CH 68 and 69	Service	Libraries		(48)					High	High	SS2
		Description	Shared services savings not achievable									
			Completion of Shared Library & Heritage Service Management Structure with another borough - £25k									
		Staffing Implications	These changes may impact on staff.									
		Business Plan implications	None.									
		Impact on other departments	Access to Library & Heritage Service managers may be more limited.									
		Equalities Implications	None.									
		TOM Implications	Identified as a key action within the new Library & Heritage Service TOM.									
17/18	CH81	Description Service Implication	**Public Health** Main PH services have just been redesigned and re-commissioned according to PH TOM signed off March 17. An ongoing review of the range and scope of PH services commissioned.		(500)					High	High	SP1
		Staffing Implications	The team has just been restructured with reduction in senior staff and broadening of roles for joint commissioning (across the council with C&H and CSF and with the CCG); there is little scope in further team reduction but scope for efficiency through further development of joint commissioning roles.									
		Business Plan implications	Any substantial change in PH services is likely to impact on service provision in C&H and CSF; change of staff would reduce commissioning capacity for C&H and CSF.									
		Impact on other Equalities Implications	Public Health focusses on population health improvement as well as Public Health focusses on people with the poorest health outcomes, so they may receive less or different help.									
		TOM Implications	The PH TOM was developed out of sync with the rest of the council and was signed off only in March 17.									

DEPARTMENT: Community and Housing 2018/19-Replaced Savings

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
17/18 &18/19	CH35/36	**Description**	**Housing Related Support Services Review and Procurement**	1,859	309				**Medium**	**High**	**SS2**
		Service Implication	The purpose of the project is to review existing service provision, identify gaps and utilise the data to inform a new set of contract specifications to support the re-procurement of services aligned with the Council's Community and Housing strategic priorities. The objective of the project is to deliver successful procurement of contracted services that demonstrate effective outcomes for service users, effective performance management framework and value for money services.								
		Staffing Implications	Increased capacity for performance monitoring (1.0 fte) funded from savings.								
		Business Plan implications	Transfer of responsibility from ASC to Housing Needs division within C&H								
		Impact on other departments	None								
		Equalities Implications	For may users, there will be a positive impact by a better focus on outcomes. Some older users may no longer receive the same level of subsidy for their community alarms or may be funded by other means.								
			Efficient use of resources								
		TOM Implications									
	CH88	**Description**	**Homecare Monitoring System**	94	29				**Medium**	**Low**	**SP1**
		Service Implication	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. 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 well as improve the 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.								
		Staffing Implications	None								
		Business Plan implications									
		Impact on other departments	Finance and IT. The system is to be upgraded, which may affect the interface with Mosaic and e5.								
		Equalities Implications	The proposals will have a positive impact for users of home care as it will improve monitoring of visits.								
		TOM Implications	Efficient use of resources								

DEPARTMENT: Community and Housing 2018/19-Replaced Savings

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CH55	Description Service Implication	**Promoting Independence** This saving is the full year effect of activity undertaken during 2018/19. The aim of that activity has been to support people to remain independent and well; to support them to achieve their desired outcomes by enabling them to remain in their own homes, close to their friends, families, support networks and local communities. This proposal has been 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.	46,401	553				Medium	Medium	SP1
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	The activity was undertake during 2018/19, so no new impacts are anticipated.								
		TOM Implications	Efficient use of resources								
	CH82	Description Service Implication	**Older People's social care (mental health)** Integration of OP services, including OPMH, to ensure that we are focussed on our duties under the Care Act and are maximising resources across the system to reduce dependency			(500)			High	High	SNS2
		Staffing Implications	possible sharing of management posts								
		Business Plan Impact on other	reduction in offer								
		Equalities Implications	This will impact on the council's response to vulnerable older people, most of whom either have a disability or a mental impairment								
		TOM Implications	Reduction in offer								
	CH83	Description Service Implication	**Adult Mental Health** A fundamental review of adult mental health services and staffing to ensure that we are not going beyond our duties under the Care Act			(500)			Medium	High	SS1
		Staffing Implications	A reduction in mental health management and front line posts								
		Business Plan Impact on other	Reduction in offer								
		Equalities Implications	By the nature of the service, these savings will impact on people with mental ill health								
		TOM Implications	Reduction in offer								

DEPARTMENT: Community and Housing 2018/19-Replaced Savings

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
18/19	CH82 & CH83 (Now CH90)	**Description**	**Out of Area Placements**	See CH55		1,000			**High**	**Medium**	**SP1**
		Service Implication	The aim of this proposal is to reduce the council's dependency on Out of Area placements for adults with mental ill health and/or learning disabilities. An 'Out of Area' placement is defined as not being in or near Merton. Out of area placements are more difficult to support and monitor and are, on average, more expensive. An improved local offer will be better for service users and reduce costs. A review is underway across south London in relation to mental heath. This replaces CH 82 and CH83								
		Staffing Implications	None								
		Business Plan implications	The implications will arise from the review and options appraisal.								
		Impact on other departments	The implications will arise from the review and options appraisal.								
		Equalities Implications	The aim is to have a positive impact on users outcomes and wellbeing. Some MH users might be asked to move to different accommodation, but we will support them through any such decision.								
		TOM Implications	Efficient use of resources								
Total Community & Housing					**0**	**0**	**0**	**0**			

Savings Type

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

DEPARTMENT: Community and Housing 2018/19-Deferred Savings

Panel	Ref		Description of Saving	Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Adult Social Care									
		Service	**Adult Social Care**						
17/18	CH72	Description	**Adult Social Care: Direct provision**	767	(100)	100	High	High	SP1
		Service Implication	Reviewing transport arrangements for in-house units, linking transport more directly to the provision and removing from the transport pool. This is deferred to enable a more comprehensive review of service and community transport.						
Subtotal				767	(100)	100			
Total Community & Housing 2019/20				767	(100)	-			

SAVINGS 2020-24 DEPARTMENT:
COMMUNITY AND 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)
	2020-21 CH1	Service/Section	Public Health								
		Description	Further reduction in contracts and grants.	10,000		500			Med	Med	SNS2
		Service Implication	Assumes that the current ring fence is removed by April 2021. Further work is needed to identify the options to deliver these savings. It is likely to fall in areas such as prevention rather than demand led servcies such as sexual health or substance misuse. It may therefore impact more on voluntary sector providers than health providers.								
		Staffing Implications	tbc								
		Business Plan implications	There may be a reduction in performance against key performance indicators								
		Impact on other departments Equalities Implications	The equalities impacts will depend on the detailed actions identified. However, Public Health services have a strong focus on reducing health inequalities and the Council's response to that will be reduced as a result.								
		TOM Implications									
			TOTAL		0	500	0	0			

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)
	CH96	Service/Section	Adult Social Care								
		Description	Homecare Monitoring System	41,348	32	110			Medium	Low	SP1
		Service Implication	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. **This is in addition to CH88 previously submitted.** Further work has identified potential for additional financial benefits.								
		Staffing Implications	None								
		Business Plan implications	The system supports efficiency and timeliness in payments to contractors.								
		Impact on other departments	Finance and IT. The system is to be re-commissioned which may affect the interface with Mosaic and e5.								
		Equalities Implications	The proposals will have a positive impact for users of home care as it will improve monitoring of visits.								
		TOM Implications	Efficient use of resources								

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)
	CH97	**Service/Section**	**Library & Heritage Service**								
		Description	Increase income and make better use of technology to reduce costs	2,185			60		**Medium**	**Medium**	**SI1 / SP1**
		Service Implication	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.								
		Staffing Implications	There are no implications for Merton employees. The savings will be achieved through increased income and reducing contracted security guard expenditure.								
		Business Plan implications	Maintains the current opening hour and library network but may have some impact on usage by certain groups (e.g.								
		Impact on other departments	Ability to be able to provide assisted digital support for customers to access a range of Council services. Impact on								
		Equalities Implications	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.								
		TOM Implications	Ensures that the current level of opening hours and libraries is maintained. Includes income generation elements.								

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)
	CH98	**Service/Section**	**Adult Social Care**	1,196		200			Medium	Medium	SNS1/SP1
		Description	**Transport:** Reduction in budget spent on transport services following a Corporate Review. **NB this is in addition to CH72 previously submitted.**								
		Service Implication	Reviewing arrangements for customers attending day opportunities and other community activities.								
		Staffing Implications	Potential reduction in the number of drivers required.								
		Business Plan implications	Changed transport arrangements should follow from a revised offer to customers across ASC where people will be supported to make their own arrangements based on individual need and preference.								
		Impact on other departments	This is a Corporate Review and each department would have differing impacts.								
		Equalities Implications	A full Equalities Impact Assessment has been undertaken. Customers and families will be fully engaged in the process and will continue to receive support. There is sufficient time to engage and make changes.								
		TOM Implications	A more effective use of transport resources and an emphasis on making the most of individual's skills and potential are in the C&H TOM. Encouraging transport solutions that minimise the impact on the climate.								

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)
	CH99	**Service/Section**	**Adult Social Care**								
		Description	Promoting Independence	41,348	500	500			**Medium**	**Medium**	**SNS1**
		Service Implication	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.								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	The proposal is a continuation of work to help people remain independent, so should have a positive impact.								
		TOM Implications	Efficient use of resources								
			Total: Community & Housing Savings		532	810	60	0			
			Cumulative Total		532	1,342	1,402	1,402			

DEPARTMENT: COMMUNITY & HOUSING SAVINGS - BUDGET PROCESS 2021/22

Panel	Ref		Description of Saving	Baseline Budget 20/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	**CH100**	**Service/Section**	**Adult Social Care - Direct Provision**								
		Description Service Implication	Review of in-house day care provision To review and consult on the consolidation of services on fewer sites to improve efficiency and to reflect the changing nature of provision. During COVID 19 the Learning Disability service has shifted away from buildings based provision to more outreach work and use of community facilities. The demand for older people's day care has also reduced. The review will consider the assets and staffing needed to serve current and future demand with a view to reducing the cost of provision. The proposals will be subject to consultation before any decision is made. If the outcome of the review and consultation does not deliver the target savings, alternative savings from across the department will have to be found. Departmental reserves may have to be used to bridge any timing gap.	6,248		700			M	H	SS1
		Staffing Implications	There are likely to be job losses depending on the outcome of the review.								
		Business Plan implications	The proposals are likely to result in the closure of buildings which need to be considered in terms of the corporate estate strategy.								
		Impact on other departments	It may impact on the delivery of passenger transport services								
		Equalities Implications	Care Act eligible needs would continue to be met but may be met in different ways. Service users will be supported through any change. There may be an impact on carers who depend on the care for person being in day care on particular days								

DEPARTMENT: COMMUNITY & HOUSING SAVINGS - BUDGET PROCESS 2021/22

Panel	Ref	Description of Saving		Baseline Budget 20/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH101	**Service/Section**	**Adult Social Care - Direct Provision**	6,248		544			M	H	SS2
		Description **Service Implication**	Review of in-house LD residential provision To review the in-house delivery of residential care given current usage, the condition of the buildings and opportunity to redevelopment sites for supported living. The review outcome will then be subject to consultation. The review will consider whether the Council wishes to continue to operate two in-house units into the future. In the event that the review and consultation do not deliver the target saving, alternative savings will have to be found from across the department and if required departmental reserves used to meet any timing gap.								
		Staffing Implications	There are likley to be job losses depending on the outcome of the review. TUPE may apply.								
		Business Plan implications	The proposals may result in the closure of a building which need to be considered in terms of the corporate estate strategy.								
		Impact on other departments	nil								
		Equalities Implications	The residents of the services all have a disability and will need to be supported through the review and any resultant change in where they live.								

DEPARTMENT: COMMUNITY & HOUSING SAVINGS - BUDGET PROCESS 2021/22

Panel	Ref	Description of Saving		Baseline Budget 20/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH102	Service/Section	Public Health	277	55	55			M	M	SP1
		Description Service Implication	Dementia Hub re-commissioning To re-commission the Dementia Hub services when the contract expires in September 2021. The aim is to move away from a physical hub to an outreach model better linked to other services. The contract for the Dementia Hub expires in September 2021 and the proposal is not to relet the contract but commisison a new lower cost service. There is no statutory duty to provide a dedicated hub. The proposal will be subject to consultation. In the event that the review and consultation does not result in a the target savings, alternative savings will need to be found from elsewhere and departmental reserves might be needed to be sued to bridge any timing gap.								
		Staffing Implications	Nil								
		Business Plan implications	nil								
		Impact on other departments	nil								
		Equalities Implications	The users of the service either have dementia or are carers or family of those with dementia. They would need to be supported through any change								
Total Community and Housing Savings				12,773	55	1,299	0	0			

DEPARTMENT: COMMUNITY & HOUSING SAVINGS - BUDGET PROCESS 2021/22 CABINET 18 January 2021

Panel	Ref		Description of Saving	Baseline Budget 20/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CH103	Service/Section Description Service Implication	**Housing Needs** Housing Related Support - floating support To terminate the floating support contract that is part of the housing related support offer. The majority of HRS contracts are tenancy related and support the tenancies. In some cases, the tenancies are conditional on the support being in place. The floating support service is not related to specific tenancies. Support for those not in the designated supported tenancies will in future come from the homelessness reduction response and the voluntary sector.	1,213	176	0	0	0	M	M	SP2
		Staffing Implications	Nil								
		Business Plan implications	Nil								
		Impact on other departments	Nil								
		Equalities Implications	Service users are predominantly single adults. Users would be directed to alternative support								
		Total Community and Housing to Cabinet 18 January 2021		1,213	176	0	0	0			

Section G

Revenue Estimates 2021/22

Departmental Budget Summaries 2021-22

SUMMARY

FULL TIME EQUIVALENTS		2020/21	2021/22
Total FTE Staff		1,866.6	1,890.1

SERVICE AREA ANALYSIS		2020/21 Estimate £000	Inflation £000	Other Variations £000	2021/22 Estimate £000
Corporate Services		10,275	256	1,334	11,865
Education Services	]				
	] CSF	61,997	594	535	63,125
Children's Services	]				
Environment and Regeneration		14,025	427	(96)	14,356
Adult Social Care	]				
Cultural Services	] C&H	68,656	844	(98)	69,403
Housing General Fund	]				
Single Status		100	0	(100)	0
National insurances changes/autoenrolment		254	0	(254)	0
Corporate pay provisions		3,731	0	(643)	3,088
TOTAL NET SERVICE EXPENDITURE		159,038	2,121	677	161,836
Corporate Provisions/Appropriations		(2,335)	0	4,861	2,526
NET EXPENDITURE		156,703	2,121	5,538	164,362
Funded by:					
Revenue Support Grant		(5,159)	0	(6,839)	(11,998)
Business Rates		(38,676)	0	2,125	(36,551)
Improved Better Care Fund		(4,862)	0	0	(4,862)
Social Care Grant		(4,058)	0	(408)	(4,466)
Sales, Fees & Charges Compensation		0	0	(2,643)	(2,643)
New Homes Bonus		(1,438)	0	826	(612)
Council Tax		(97,033)	0	(2,475)	(99,508)
WPCC Levy		(353)	0	0	(353)
Collection Fund		(327)	0	1,754	1,427
PFI Grant		(4,797)	0	0	(4,797)
		(156,702)	0	(7,660)	(164,363)
NET		0	2,121	(2,121)	0
NB					
Public Health		0	0	0	0

Other Variations: Contingency/Other

Major Items: Corporate Provisions	£000	fte
Corporate borrowing and Investment	287	0.0
Further provision for revenuisation/RCCO	(582)	0.0
Pension Fund and Auto-enrolment	0	0.0
Contingency and centrally held provisions	800	0.0
Change in Grants	(224)	0.0
Appropriation to/from Reserves	3,596	0.0
Depreciation and impairment	(2,242)	0.0
Cyber Security	108	0.0
Change in levies	(2)	0.0
Overheads - Charge to non-general fund	0	0.0
Transport - Additional provision	104	0.0
Elections	50	0.0
Apprenticeship Levy	0	0.0
Balance Sheet Management CT & HB	0	0.0
CHAS - IP/Dividend	(260)	0.0
Provision against DSG Deficit	(1,931)	0.0
Social Care Grant - balance not earmarked	(1,686)	0.0
Loss of HB Admin. Grant	(12)	0.0
Growth	2,578	0.0
Loss of income due to COVID	4,276	0.0
TOTAL	4,861	0

SUMMARY - SUBJECTIVE ANALYSIS

FULL TIME EQUIVALENTS	2020/21	2021/22
Total FTE Staff	1,866.6	1,890.1

SUBJECTIVE ANALYSIS OF ESTIMATES	2020/21 Estimate £000	Inflation £000	Other Variations £000	2021/22 Estimate £000
Expenditure				
Employees	98,478	116	2,584	101,178
Premises	8,289	116	(133)	8,271
Transport	9,380	121	(90)	9,411
Supplies and Services	200,023	809	4,260	205,093
Third Party Payments	88,922	957	1,527	91,406
Transfer Payments	74,614	1	(910)	73,705
Support Services	32,228	0	2,081	34,309
Depreciation and Impairment Losses	23,350	0	2,223	25,573
GROSS EXPENDITURE	535,285	2,121	11,540	548,947
Income				
Government Grants	(245,225)	0	(7,528)	(252,753)
Other Reimbursements and Contributions	(28,913)	0	(434)	(29,347)
Customer and Client Receipts	(70,338)	0	(1,764)	(72,102)
Interest	0	0	0	0
Recharges	(32,679)	0	(1,885)	(34,564)
Reserves	908	0	748	1,656
GROSS INCOME	(376,247)	0	(10,864)	(387,110)
NET EXPENDITURE	159,038	2,121	677	161,836
Corporate Provisions	(2,335)	0	4,861	2,526
NET EXPENDITURE	156,702	2,121	5,538	164,362
Funded by:				
Revenue Support Grant	(5,159)	0	(6,839)	(11,998)
Business Rates	(38,676)	0	2,125	(36,551)
Improved Better Care Fund	(4,862)	0	0	(4,862)
Social Care Grant	(4,058)	0	(408)	(4,466)
New Homes Bonus	(1,438)	0	826	(612)
Council Tax	(97,033)	0	(2,475)	(99,508)
WPCC Levy	(353)	0	0	(353)
Collection Fund	(327)	0	1,754	1,427
Brexit Grant	0		(2,643)	(2,643)
PFI Grant	(4,797)	0	0	(4,797)
Sales, Fees & Charges Compensation				
	(156,703)	0	(7,660)	(164,363)
NET	0	2,121	(2,121)	0

Other Variations: Contingency/Other

Major Items: Corporate Provisions	£000	fte
Corporate borrowing and Investment	287	0.0
Further provision for revenuisation/RCCO	(582)	0.0
Pension Fund and Auto-enrolment	0	0.0
Contingency and centrally held provisions	800	0.0
Change in Grants	(224)	0.0
Appropriation to/from Reserves	3,596	0.0
Depreciation and impairment	(2,242)	0.0
Cyber Security	108	0.0
Change in levies	(2)	0.0
Overheads - Charge to non-general fund	0	0.0
Transport - Additional provision	104	0.0
Elections	50	0.0
Apprenticeship Levy	0	0.0
Balance Sheet Management CT & HB	0	0.0
CHAS - IP/Dividend	(260)	0.0
Provision against DSG Deficit	(1,931)	0.0
Social Care Grant - balance not earmarked	(1,686)	0.0
Loss of HB Admin. Grant	(12)	0.0
Growth	2,578	0.0
Loss of income due to COVID	4,276	0.0
TOTAL	4,861	0

CORPORATE ITEMS ANALYSIS

	2020/21 Estimate £000	Inflation £000	Other Variations £000	2021/22 Estimate £000
Expenditure				
Cost of Borrowing including Minimum Revenue Provision	11,190	0	(33)	11,157
Further provision for revenuisation/RCCO	582	0	(582)	0
Pension Fund	0	0	0	0
Adjustment re Income re P3/P4	400	0	0	400
Overheads - Charge to non-general fund	0	0	0	0
Provision for excess inflation	450	0	(200)	250
Bad Debt Provision	500	0	1,000	1,500
Redundancy/Pension Strain	1,000	0	0	1,000
Transport - Additional provision	17	0	104	121
Contingency	1,500	0	0	1,500
Apprenticeship Levy	450	0	0	450
Elections	0	0	50	50
Loss of HB Admin. Grant	34	0	(12)	23
Change in Corporate Specific and Special Grants	224	0	(224)	0
LPFA - Provision for deficit contribution	86	0	0	86
Cyber Security	92	0	108	200
Other/Rounding				0
Provision against DSG Deficit	16,009	0	(1,931)	14,078
PROPOSED GROWTH - Replenish Reserves	0		1,478	1,478
PROPOSED GROWTH - Internal Review	0		1,100	1,100
Social Care Grant - balance not earmarked	1,686	0	(1,686)	0
Levies:-				
Lee Valley	178		1	179
London Pensions Fund	257		(4)	253
Environment Agency	174		1	174
WPCC	353		(0)	353
GROSS EXPENDITURE	**35,181**	**0**	**(830)**	**34,352**
Income				
Investment Income	(707)		320	(387)
Depreciation & Impairment	(23,351)		(2,242)	(25,593)
Appropriations to/from reserves (excluding Public Health)	(11,275)		3,596	(7,678)
Balance Sheet Management CT & HB	(220)		0	(220)
CHAS - IP/Dividend	(1,963)		(260)	(2,223)
Loss of income due to COVID	0		4,276	4,276
GROSS INCOME	**(37,516)**	**0**	**5,691**	**(31,826)**
NET EXPENDITURE	**(2,335)**	**0**	**4,861**	**2,526**

2021/2022 ESTIMATES

CORPORATE SERVICES

DEPARTMENT

SUMMARY: CORPORATE SERVICES DEPARTMENT

FULL TIME EQUIVALENTS (FTE)	2020/21	2021/22
Number of Permanent Staff	477.7	481.6
Number of Fixed term contracts	27.6	25.6
Total FTE	**505.3**	**507.2**

SERVICE AREA ANALYSIS	CHANGE BETWEEN YEARS			
	2020/21 Original Estimate £000	Inflation £000	Other Variations £000	2021/22 Estimate £000
Customers, Policy and Improvement	1,038	35	913	1,987
Infrastructure & Technology	532	96	(400)	228
Corporate Governance	426	31	(158)	300
Resources	2,473	52	154	2,679
HR	73	9	(82)	0
Corporate Items	5,733	31	908	6,672
TOTAL EXPENDITURE	**10,275**	**256**	**1,334**	**11,865**
Contingency / Other	0	0	0	0
Capital Financing Adjustment	0	0	0	0
Levies	0	0	0	0
NET EXPENDITURE	**10,275**	**256**	**1,334**	**11,865**

SUMMARY: CORPORATE SERVICES DEPARTMENT

FULL TIME EQUIVALENTS (FTE)	2020/21	2021/22
Number of Permanent Staff	477.7	481.6
Number of Fixed term contracts	27.6	25.6
Total FTE	**505.3**	**507.2**

SUBJECTIVE ANALYSIS OF ESTIMATES	2020/21 Original Estimate £000	Inflation £000	Other Variations £000	2021/22 Estimate £000
Expenditure				
Employees	26,266	21	1,011	27,298
Premises	2,508	38	(73)	2,473
Transport	204	3	(1)	207
Supplies and Services	11,369	170	476	12,016
Third Party Payments	1,579	24	(134)	1,468
Transfer Payments	64,496	0	250	64,746
Support Services	11,859	0	816	12,675
Depreciation and Impairment Losses	2,436	0	369	2,805
GROSS EXPENDITURE	120,717	256	2,714	123,687
Income				
Government Grants	(67,304)	0	248	(67,056)
Other Reimbursements and Contributions	(1,931)	0	233	(1,698)
Customer and Client Receipts	(14,693)	0	(883)	(15,577)
Interest	0	0	0	0
Recharges	(27,421)	0	(1,726)	(29,147)
Reserves	908	0	748	1,656
GROSS INCOME	(110,442)	0	(1,380)	(111,822)
NET EXPENDITURE	10,275	256	1,334	11,865

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(377)	(2.0)
Growth	900	0.0
Transfer between departments	97	0.0
Technical adjustments	507	8.0
Depreciation adjustments	369	0.0
Overheads adjustments	(910)	0.0
Use of reserves	748	(4.0)
TOTAL	**1,334**	**2.0**

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)	2020/21	2021/22
Number of Permanent Staff	51.4	48.1
Number of Fixed term contracts	4.0	4.0
Total FTE	55.4	52.1

SUBJECTIVE ANALYSIS OF ESTIMATES	2020/21 Original Estimate £000	Inflation £000	Other Variations £000	2021/22 Estimate £000
Expenditure				
Employees	2,345	0	(33)	2,312
Premises	117	2	(25)	94
Transport	1	0	0	1
Supplies and Services	1,995	30	707	2,732
Third Party Payments	233	4	(42)	195
Transfer Payments	0	0	0	0
Support Services	705	0	19	724
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	5,397	35	626	6,058
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	(3)	0	0	(3)
Customer and Client Receipts	(982)	0	0	(982)
Interest	0	0	0	0
Recharges	(3,571)	0	(663)	(4,234)
Reserves	198	0	950	1,148
GROSS INCOME	(4,359)	0	287	(4,071)
NET EXPENDITURE	1,038	35	913	1,987

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(274)	(1)
Growth	900	
Transfer between departments	(18)	
Technical adjustments	(1)	(2.3)
Depreciation adjustments	0	
Overheads adjustments	(644)	
Use of reserves	950	
TOTAL	**913**	**(3.3)**

INFRASTRUCTURE & TECHNOLOGY

The Infrastructure & Technology Division consists of Facilities Management, Procurement, IT Service Delivery, Business Systems, Post & Print Room and Transactional services.

FULL TIME EQUIVALENTS (FTE)	2020/21	2021/22
Number of Permanent Staff	111.1	112.2
Number of Fixed term contracts	7.0	7.0
Total FTE	118.1	119.2

SUBJECTIVE ANALYSIS OF ESTIMATES	2020/21 Original Estimate £000	Inflation £000	Other Variations £000	2021/22 Estimate £000
Expenditure				
Employees	5,540	0	215	5,755
Premises	2,368	35	(48)	2,355
Transport	23	0	2	26
Supplies and Services	3,916	59	95	4,070
Third Party Payments	101	2	0	103
Transfer Payments	10	0	0	10
Support Services	1,843	0	45	1,888
Depreciation and Impairment Losses	2,436	0	369	2,805
GROSS EXPENDITURE	16,236	96	679	17,012
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	(36)	0	0	(36)
Customer and Client Receipts	(2,826)	0	(174)	(3,000)
Interest	0	0	0	0
Recharges	(13,370)	0	(813)	(14,183)
Reserves	528	0	(93)	435
GROSS INCOME	(15,705)	0	(1,080)	(16,784)
NET EXPENDITURE	532	96	(400)	228

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(195)	
Growth	0	
Transfer between departments	115	
Technical adjustments	171	0.0
Depreciation adjustments	369	
Overheads adjustments	(767)	
Use of reserves	(93)	1.0
TOTAL	**(400)**	**1.0**

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)	2020/21	2021/22
Number of Permanent Staff	144.5	152.0
Number of Fixed term contracts	3.6	6.6
Total FTE	148.1	158.6

SUBJECTIVE ANALYSIS OF ESTIMATES	2020/21 Estimate £000	Inflation £000	Other Variations £000	2021/22 Estimate £000
Expenditure				
Employees	8,669	1	706	9,376
Premises	5	0	(0)	5
Transport	48	1	(6)	43
Supplies and Services	1,493	24	(55)	1,462
Third Party Payments	402	6	0	408
Transfer Payments	0	0	0	0
Support Services	578	0	52	631
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	11,196	31	697	11,924
Income				
Government Grants	0	0	(13)	(13)
Other Reimbursements and Contributions	(130)	0	0	(130)
Customer and Client Receipts	(8,428)	0	(714)	(9,142)
Interest	0	0	0	0
Recharges	(2,212)	0	(128)	(2,340)
Reserves	0	0	0	0
GROSS INCOME	(10,770)	0	(855)	(11,625)
NET EXPENDITURE	426	31	(158)	300

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(170)	
Growth	0	
Transfer between departments	(1)	
Technical adjustments	88	10.5
Depreciation adjustments	0	
Overheads adjustments	(75)	
Use of reserves	0	
TOTAL	**(158)**	**10.5**

RESOURCES

The Resources Division consists of Business Planning, Accountancy, Insurance, Treasury, Local Taxation, Bailiffs, Benefits Administration and Support team.

FULL TIME EQUIVALENTS	2020/21	2021/22
Number of Permanent Staff	137.8	136.6
Number of Fixed term contracts	8.0	8.0
Total FTE	**145.8**	**144.6**

SUBJECTIVE ANALYSIS OF ESTIMATES	2020/21 Original Estimate £000	Inflation £000	Other Variations £000	2021/22 Estimate £000
Expenditure				
Employees	6,585	0	136	6,721
Premises	2	0	0	2
Transport	127	2	3	132
Supplies and Services	2,892	43	(102)	2,833
Third Party Payments	479	7	28	513
Transfer Payments	0	0	0	0
Support Services	2,012	0	221	2,233
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	12,097	52	286	12,435
Income				
Government Grants	(1,050)	0	11	(1,039)
Other Reimbursements and Contributions	(1,435)	0	(7)	(1,442)
Customer and Client Receipts	(2,071)	0	5	(2,066)
Interest	0	0	0	0
Recharges	(5,098)	0	(152)	(5,249)
Reserves	30	0	10	40
GROSS INCOME	(9,624)	0	(132)	(9,756)
NET EXPENDITURE	2,473	52	154	2,679

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(100)	(1)
Growth	0	0
Transfer between departments	3	0
Technical adjustments	171	(0)
Depreciation adjustments	0	0
Overhead adjustments	70	0
Use of Reserves	10	0
TOTAL	**154**	**(1.2)**

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)	2020/21	2021/22
Number of Permanent Staff	32.8	32.8
Number of Fixed term contracts	5.0	0.0
Total FTE	37.8	32.8

SUBJECTIVE ANALYSIS OF ESTIMATES	2020/21 Original Estimate £000	Inflation £000	Other Variations £000	2021/22 Estimate £000
Expenditure				
Employees	1,970	3	50	2,023
Premises	16	0	0	16
Transport	4	0	0	4
Supplies and Services	49	1	2	52
Third Party Payments	364	5	(120)	249
Transfer Payments	0	0	0	0
Support Services	438	0	(49)	390
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	2,841	9	(116)	2,734
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	(87)	0	0	(87)
Customer and Client Receipts	(386)	0	0	(386)
Interest	0	0	0	0
Recharges	(2,447)	0	154	(2,293)
Reserves	152	0	(119)	32
GROSS INCOME	(2,768)	0	34	(2,734)
NET EXPENDITURE	73	9	(82)	0

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(120)	
Growth	0	
Transfer between departments	0	
Technical adjustments	52	0.0
Depreciation adjustments	0	
Overheads adjustments	105	
Use of reserves	(119)	(5.0)
TOTAL	**(82)**	**(5.0)**

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)	2020/21	2021/22
Number of Permanent Staff	0	0

SUBJECTIVE ANALYSIS OF ESTIMATES	2020/21 Original Estimate £000	Inflation £000	Other Variations £000	2021/22 Estimate £000
Expenditure				
Employees*	1,157	17	(63)	1,111
Premises	0	0	0	0
Transport	0	0	0	0
Supplies and Services	1,024	14	(171)	866
Third Party Payments	0	0	0	0
Transfer Payments	64,486	0	250	64,736
Support Services	6,283	0	527	6,810
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	72,950	31	543	73,524
Income				
Government Grants	(66,254)	0	250	(66,004)
Other Reimbursements and Contributions	(240)	0	240	0
Customer and Client Receipts	0	0	0	0
Interest	0	0	0	0
Recharges	(723)	0	(125)	(848)
Reserves	0	0	0	0
GROSS INCOME	(67,217)	0	365	(66,852)
NET EXPENDITURE	5,733	31	908	6,672

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	482	
Growth	0	
Transfer between departments	(2)	
Technical adjustments	26	
Depreciation Adjustment	0	
Overheads adjustments	402	
Use of Reserves	0	
TOTAL	**908**	**0.0**

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

2021/2022 ESTIMATES

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

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

FULL TIME EQUIVALENTS	2020/21	2021/22
Number of Permanent Staff	406.8	421.9
Number of DSG Staff	77.4	81.9
Number of Fixed term contracts	7.2	7.2
Total FTE	491.5	510.9

SUBJECTIVE ANALYSIS OF ESTIMATES	2020/21 Estimate £000	Inflation £000	Other Variations £000	2021/22 Estimate £000	2021/22 DSG Estimate £000	2021/22 LA Estimate £000
Expenditure						
Employees	27,361	22	1,248	28,632	5,312	23,320
Premises	1,559	22	167	1,748	151	1,597
Transport	6,260	93	126	6,478	65	6,414
Supplies and Services	160,730	262	3,926	164,917	141,176	23,741
Third Party Payments	26,745	195	1,665	28,605	16,051	12,555
Transfer Payments	0	0	0	0	0	0
Support Services	5,270	0	209	5,479	233	5,246
Depreciation and Impairment Losses	9,570	0	666	10,236	0	10,236
GROSS EXPENDITURE	**237,495**	**594**	**8,006**	**246,096**	**162,987**	**83,109**
Income						
Government Grants	(165,280)	0	(7,654)	(172,933)	(161,083)	(11,850)
Other Reimbursements and Contributions	(7,191)	0	(411)	(7,602)	(1,508)	(6,094)
Customer and Client Receipts	(2,982)	0	593	(2,389)	(399)	(1,991)
Interest	0	0	0	0	0	0
Recharges	(46)	0	0	(46)	0	(46)
Reserves	0	0	(0)	0	0	0
GROSS INCOME	**(175,499)**	**0**	**(7,472)**	**(182,971)**	**(162,990)**	**(19,980)**
NET EXPENDITURE	**61,997**	**594**	**535**	**63,125**	**(3)**	**63,128**

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(1,460)	
Growth	404	
Overhead adjustments	176	
Depreciation adjustments	686	
Transfer between departments	0	
Use of Reserves adjustment	(57)	
NNDR Adjustments	103	
Technical adjustments	682	
TOTAL	**534**	**0**

SUMMARY: CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

SERVICE AREA ANALYSIS	2020/21 Estimate £000	Inflation £000	Other Variations £000	2021/22 Estimate £000	2021/22 DSG Estimate £000	2021/22 LA Estimate £000
Senior Management	1,143	10	39	1,192	0	1,192
Childrens Social Care	22,238	160	4	22,402	46	22,356
Education	35,299	143	3,626	39,067	21,143	17,924
Schools	(9,174)	0	(2,218)	(11,392)	(21,192)	9,801
Other Childrens, Schools and Families	12,490	281	(916)	11,856	0	11,856
TOTAL NET EXPENDITURE	**61,997**	**594**	**535**	**63,125**	**(3)**	**63,128**

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

Senior Management

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

FULL TIME EQUIVALENTS	2020/21	2021/22
Number of Permanent Staff	3.0	3.0
Number of DSG Staff	0.0	0.0
Number of Fixed term contracts	0.0	0.0
Total FTE	3.0	3.0

SUBJECTIVE ANALYSIS OF ESTIMATES	2020/21 Estimate £000	Inflation £000	Other Variations £000	2021/22 Estimate £000	2021/22 DSG Estimate £000	2021/22 LA Estimate £000
Expenditure						
Employees	521	1	18	540	0	540
Premises	0	0	0	0	0	0
Transport	3	0	0	3	0	3
Supplies and Services	570	9	29	607	0	607
Third Party Payments	10	0	(8)	2	0	2
Transfer Payments	0	0	0	0	0	0
Support Services	39	0	0	39	0	39
Depreciation and Impairment Losses	0	0	0	0	0	0
GROSS EXPENDITURE	**1,143**	**10**	**39**	**1,192**	**0**	**1,192**
Income						
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
GROSS INCOME	**0**	**0**	**0**	**0**	**0**	**0**
NET EXPENDITURE	**1,143**	**10**	**39**	**1,192**	**0**	**1,192**

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	0	
Overhead adjustments	0	
Transfer between departments	0	
Technical adjustments	39	
TOTAL	**39**	**0.0**

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

Children's Social Care

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

FULL TIME EQUIVALENTS	2020/21	2021/22
Number of Permanent Staff	165.6	174.5
Number of DSG Staff	1.0	1.0
Number of Fixed term contracts	7.2	7.2
Total FTE	173.8	182.7

SUBJECTIVE ANALYSIS OF ESTIMATES	2020/21 Estimate £000	Inflation £000	Other Variations £000	2021/22 Estimate £000	2021/22 DSG Estimate £000	2021/22 LA Estimate £000
Expenditure						
Employees	9,328	1	753	10,082	40	10,042
Premises	12	0	20	32	0	32
Transport	204	3	0	207	1	205
Supplies and Services	542	8	(20)	530	1	528
Third Party Payments	10,470	148	(937)	9,681	0	9,681
Transfer Payments	0	0	0	0	0	0
Support Services	2,387	0	188	2,575	3	2,572
Depreciation and Impairment Losses	0	0	0	0	0	0
GROSS EXPENDITURE	**22,942**	**160**	**4**	**23,106**	**46**	**23,060**
Income						
Government Grants	(381)	0	0	(381)	0	(381)
Other Reimbursements and Contributions	(203)	0	0	(203)	0	(203)
Customer and Client Receipts	(121)	0	0	(121)	0	(121)
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	0	0	(0)	0	0	0
GROSS INCOME	**(704)**	**0**	**(0)**	**(704)**	**0**	**(704)**
NET EXPENDITURE	**22,238**	**160**	**4**	**22,402**	**46**	**22,356**

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(560)	
Growth	(200)	
Transfer between departments	0	
Overhead adjustments	188	
Depreciation adjustments	20	
Use of Reserves adjustment	0	
Technical adjustments	556	
TOTAL	**4**	**0.0**

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

Education

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

FULL TIME EQUIVALENTS	2020/21	2021/22
Number of Permanent Staff	221.1	226.3
Number of DSG Staff	75.4	79.9
Number of Fixed term contracts	0.0	0.0
Total FTE	296.5	306.1

SUBJECTIVE ANALYSIS OF ESTIMATES	2020/21 Estimate £000	Inflation £000	Other Variations £000	2021/22 Estimate £000	2021/22 DSG Estimate £000	2021/22 LA Estimate £000
Expenditure						
Employees	13,796	0	763	14,559	4,350	10,209
Premises	927	14	72	1,013	9	1,004
Transport	6,046	90	130	6,265	63	6,202
Supplies and Services	3,594	30	(225)	3,399	1,299	2,099
Third Party Payments	13,594	9	2,767	16,370	15,895	475
Transfer Payments	0	0	0	0	0	0
Support Services	2,631	0	13	2,644	230	2,414
Depreciation and Impairment Losses	407	0	29	436	0	436
GROSS EXPENDITURE	**40,994**	**143**	**3,548**	**44,685**	**21,846**	**22,839**
Income						
Government Grants	(655)	0	0	(655)	0	(655)
Other Reimbursements and Contributions	(2,257)	0	(516)	(2,774)	(304)	(2,469)
Customer and Client Receipts	(2,783)	0	594	(2,190)	(399)	(1,791)
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	0	0	0	0	0	0
GROSS INCOME	**(5,695)**	**0**	**77**	**(5,618)**	**(703)**	**(4,915)**
NET EXPENDITURE	**35,299**	**143**	**3,626**	**39,067**	**21,143**	**17,924**

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(350)	
Growth	444	
Overhead adjustments	(20)	
Transfer between departments	0	
Use of Reserves adjustment	0	
NNDR Adjustments	28	
Depreciation adjustments	29	
Technical adjustments	3,495	
TOTAL	**3,626**	**0.0**

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	2020/21	2021/22
Number of Permanent Staff	0.0	0.0
Number of DSG Staff	1.0	1.0
Number of Fixed term contracts	0.0	0.0
Total FTE	1.0	1.0

SUBJECTIVE ANALYSIS OF ESTIMATES	2020/21 Estimate £000	Inflation £000	Other Variations £000	2021/22 Estimate £000	2021/22 DSG Estimate £000	2021/22 LA Estimate £000
Expenditure						
Employees	916	0	6	922	922	0
Premises	67	0	75	142	142	0
Transport	0	0	0	0	0	0
Supplies and Services	144,870	0	4,620	149,490	139,875	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	9,163	0	637	9,801	0	9,801
GROSS EXPENDITURE	**155,172**	**0**	**5,338**	**160,510**	**141,095**	**19,415**
Income						
Government Grants	(163,037)	0	(7,661)	(170,698)	(161,083)	(9,615)
Other Reimbursements and Contributions	(1,309)	0	105	(1,204)	(1,204)	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
GROSS INCOME	**(164,346)**	**0**	**(7,556)**	**(171,902)**	**(162,287)**	**(9,615)**
NET EXPENDITURE	**(9,174)**	**0**	**(2,218)**	**(11,392)**	**(21,192)**	**9,801**

Other Variations are analysed as follows:

Major Items	£000	fte
Depreciation adjustments	637	
Use of Reserves adjustment	0	
NNDR Adjustments	75	
Technical adjustments	(2,930)	
TOTAL	**(2,218)**	**0.0**

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	2020/21	2021/22
Number of Permanent Staff	17.2	18.1
Number of DSG Staff	0.0	0.0
Number of Fixed term contracts	0.0	0.0
Total FTE	17.2	18.1

SUBJECTIVE ANALYSIS OF ESTIMATES	2020/21 Estimate £000	Inflation £000	Other Variations £000	2021/22 Estimate £000	2021/22 DSG Estimate £000	2021/22 LA Estimate £000
Expenditure						
Employees	2,801	19	(291)	2,529	0	2,529
Premises	553	8	0	561	0	561
Transport	7	0	(4)	3	0	3
Supplies and Services	11,154	215	(477)	10,892	0	10,892
Third Party Payments	2,516	38	(158)	2,396	0	2,396
Transfer Payments	0	0	0	0	0	0
Support Services	213	0	8	222	0	222
Depreciation and Impairment Losses	0	0	0	0	0	0
GROSS EXPENDITURE	**17,244**	**281**	**(922)**	**16,603**	**0**	**16,603**
Income						
Government Grants	(1,207)	0	7	(1,200)	0	(1,200)
Other Reimbursements and Contributions	(3,422)	0	0	(3,422)	0	(3,422)
Customer and Client Receipts	(78)	0	(1)	(79)	0	(79)
Interest	0	0	0	0	0	0
Recharges	(46)	0	0	(46)	0	(46)
Reserves	0	0	0	0	0	0
GROSS INCOME	**(4,753)**	**0**	**7**	**(4,747)**	**0**	**(4,747)**
NET EXPENDITURE	**12,490**	**281**	**(916)**	**11,856**	**0**	**11,856**

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(550)	
Growth	160	
Transfer between departments	0	
Overhead adjustments	8	
Use of Reserves adjustment	(57)	
Technical adjustments	(478)	
TOTAL	**(916)**	**0.0**

2021/2022 ESTIMATES

ENVIRONMENT AND REGENERATION DEPARTMENT

SUMMARY: ENVIRONMENT & REGENERATION

FULL TIME EQUIVALENTS (FTE)	2020/21	2021/22
Permanent Staff	**373**	**371**
Fixed Term Contract	**14**	**13**
Total FTE	**387**	**384**

	CHANGE BETWEEN YEARS			
SERVICE AREA ANALYSIS	**2020/2021 Original Estimate £000**	**Inflation £000**	**Other Variations £000**	**2021/22 Estimate £000**
Public Space, Contracting & Commissioning	17,088	326	506	17,920
Public Protection and Development	(12,458)	27	(1,030)	(13,461)
Sustainable Communities	9,395	69	433	9,897
Senior Management and Support	(0)	5	(5)	(0)
TOTAL EXPENDITURE	**14,025**	**427**	**(96)**	**14,356**

ENVIRONMENT AND REGENERATION DEPARTMENT

Departmental Summary

FULL TIME EQUIVALENTS (FTE)	2020/21	2021/22
Permanent Staff	373	371
Fixed Term Contract	14	13
Total FTE	387	384

SUBJECTIVE ANALYSIS OF ESTIMATES	2020/21 Original Estimate	Inflation	Other Variations	2021/22 Estimate
	£000	£000	£000	£000
Expenditure				
Employees	19,276	9	507	19,792
Premises	3,206	41	(168)	3,079
Transport	1,527	5	(190)	1,342
Supplies and Services	21,387	319	(162)	21,544
Third Party Payments	3,187	53	2	3,242
Transfer Payments	0	0	0	0
Support Services	7,215	0	629	7,844
Depreciation and Impairment Losses	10,573	0	1,127	11,700
GROSS EXPENDITURE	**66,371**	**427**	**1,745**	**68,543**
Income				
Government Grants	(8)	0	0	(8)
Other Reimbursements and Contributions	(7,596)	0	(277)	(7,873)
Customer and Client Receipts	(42,771)	0	(1,474)	(44,245)
Recharges	(1,971)	0	(90)	(2,061)
Reserves	0	0	0	0
GROSS INCOME	**(52,346)**	**0**	**(1,841)**	**(54,187)**
NET EXPENDITURE	**14,025**	**427**	**(96)**	**14,355**

Other variations are analysed as follows:

Major Items	£000	fte
Savings	(1,580)	-1.5
Growth	0	0.0
Depreciation adjustments	1,127	0.0
Overheads adjustments	540	0.0
Transfer between departments	(39)	0.0
Technical adjustments	123	0.0
Use of Reserves adjustments	(267)	0.0
TOTAL*	**(96)**	**(1.5)**

* Any difference due to roundings.

ENVIRONMENT AND REGENERATION DEPARTMENT

Public Space, Contracting, and Commissioning:
Greenspaces, Leisure & Culture, Transport Services, and Waste Management and Operations.

FULL TIME EQUIVALENTS (FTE)	2020/21	2021/22
Permanent Staff	73	70
Fixed Term Contract	1	1
Total FTE	74	71

SUBJECTIVE ANALYSIS OF ESTIMATES	2020/21 Original Estimate £000	Inflation £000	Other Variations £000	2021/22 Estimate £000
Expenditure				
Employees	3,576	0	(76)	3,500
Premises	1,122	15	(29)	1,108
Transport	1,255	2	(170)	1,087
Supplies and Services	16,967	266	31	17,264
Third Party Payments	2,487	43	2	2,532
Transfer Payments	0	0	0	0
Support Services	1,600	0	63	1,663
Depreciation and Impairment Losses	2,261	0	622	2,883
GROSS EXPENDITURE	**29,268**	**326**	**443**	**30,037**
Income				
Government Grants	(7)	0	0	(7)
Other Reimbursements and Contributions	(1,083)	0	20	(1,063)
Customer and Client Receipts	(11,090)	0	43	(11,047)
Recharges	0	0	0	0
Reserves	0	0	0	0
GROSS INCOME	**(12,180)**	**0**	**63**	**(12,117)**
NET EXPENDITURE	**17,088**	**326**	**506**	**17,920**

Other variations are analysed as follows:

Major Items	£000	fte
Savings	(52)	
Growth	0	
Depreciation adjustments	622	
Overheads adjustments	63	
Transfer between departments	(16)	
Technical adjustments	(76)	
Use of reserves adjustments	(35)	
TOTAL*	**506**	**0.0**

* Any difference due to roundings.

ENVIRONMENT AND REGENERATION DEPARTMENT

Public Protection: Regulatory Services Partnership, Parking Control, Safer Merton.

FULL TIME EQUIVALENTS (FTE)	2020/21	2021/22
Permanent Staff	**202**	**202**
Fixed Term Contract	**12**	**10**
Total FTE	**213**	**211**

SUBJECTIVE ANALYSIS OF ESTIMATES	2020/21 Original Estimate £000	Inflation £000	Other Variations £000	2021/22 Estimate £000
Expenditure				
Employees	9,960	0	216	10,176
Premises	909	9	(130)	788
Transport	176	2	(3)	175
Supplies and Services	1,174	11	35	1,220
Third Party Payments	346	5	0	351
Transfer Payments	0	0	0	0
Support Services	2,989	0	324	3,313
Depreciation and Impairment Losses	399	0	25	424
GROSS EXPENDITURE	**15,951**	**27**	**467**	**16,445**
Income				
Government Grants	(0)	0	0	(0)
Other Reimbursements and Contributions	(5,566)	0	(104)	(5,670)
Customer and Client Receipts	(22,843)	0	(1,393)	(24,236)
Recharges	0	0	0	0
Reserves	0	0	0	0
GROSS INCOME	**(28,409)**	**0**	**(1,497)**	**(29,906)**
NET EXPENDITURE	**(12,458)**	**27**	**(1,030)**	**(13,461)**

Other variations are analysed as follows:

Major Items	£000	fte
Savings	(1,251)	(1.0)
Depreciation adjustments	25	
Overheads adjustments	324	
Transfer between departments	(23)	
Technical adjustments	42	
Use of Reserves adjustments	(147)	
TOTAL*	**(1,030)**	**(1.0)**

* 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)	2020/21	2021/22
Permanent Staff	**90**	**91**
Fixed Term Contract	**1**	**2**
Total FTE	**91**	**93**

SUBJECTIVE ANALYSIS OF ESTIMATES	2020/21 Original Estimate £000	Inflation £000	Other Variations £000	2021/22 Estimate £000
Expenditure				
Employees	4,973	7	347	5,327
Premises	1,174	17	(9)	1,182
Transport	89	1	(16)	74
Supplies and Services	3,007	39	(228)	2,818
Third Party Payments	352	5	0	357
Transfer Payments	0	0	0	0
Support Services	2,507	0	228	2,735
Depreciation and Impairment Losses	7,914	0	480	8,394
GROSS EXPENDITURE	**20,015**	**69**	**802**	**20,886**
Income				
Government Grants	(1)	0	0	(1)
Other Reimbursements and Contributions	(947)	0	(193)	(1,140)
Customer and Client Receipts	(8,838)	0	(124)	(8,962)
Recharges	(834)	0	(52)	(886)
Reserves	(0)	0	0	(0)
GROSS INCOME	**(10,620)**	**0**	**(369)**	**(10,989)**
NET EXPENDITURE	**9,395**	**69**	**433**	**9,897**

Other variations are analysed as follows:

Major Items	£000	fte
Savings	(277)	(0.5)
Growth	0	
Depreciation adjustments	480	
Overheads adjustments	177	
Transfer between departments	0	
Technical adjustments	138	
Use of Reserves adjustments	(85)	
TOTAL*	**433**	**(0.5)**

* 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)	2020/21	2021/22
Permanent Staff	**8**	**8**
Fixed Term Contract	**0**	**0**
Total FTE	**8**	**8**

SUBJECTIVE ANALYSIS OF ESTIMATES	2020/21 Original Estimate £000	Inflation £000	Other Variations £000	2021/22 Estimate £000
Expenditure				
Employees	768	2	20	790
Premises	1	0	0	1
Transport	8	0	(1)	7
Supplies and Services	239	3	0	242
Third Party Payments	2	0	0	2
Transfer Payments	0	0	0	0
Support Services	119	0	14	133
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	**1,137**	**5**	**33**	**1,175**
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Recharges	(1,137)	0	(38)	(1,175)
Reserves	0	0	0	0
GROSS INCOME	**(1,137)**	**0**	**(38)**	**(1,175)**
NET EXPENDITURE	**(0)**	**5**	**(5)**	**(0)**

Other variations are analysed as follows:

Major Items	£000	fte
Savings	0	
Overheads adjustments	(24)	
Technical adjustments	19	
Use of Reserves adjustments	0	
TOTAL*	**(5)**	**0.0**

* Any difference due to roundings.

2021/22 ESTIMATES

COMMUNITY AND HOUSING DEPARTMENT

SUMMARY: COMMUNITY AND HOUSING

	2019/20	2020/21
Number of FTE Staff	450.17	462.36
Number of FTE TUPE staff	11.19	14.26
Number of Fixed Term contract	21.31	11.40
Total FTE	482.67	488.02

SERVICE AREA ANALYSIS	2020/21 Original Estimate £000	Inflation £000	Other Variations £000	2021/22 Estimate £000
Adult Social Care	61,858	743	(369)	62,232
Libraries and Heritage	3,036	60	104	3,200
Merton Adult Education	28	0	5	32
Housing General Fund	3,735	40	162	3,938
Public Health	0	0	0	0
NET EXPENDITURE	**68,656**	**844**	**(98)**	**69,402**

COMMUNITY AND HOUSING DEPARTMENT
Total

The department includes Adult Social Care, Housing, Libraries, Public Health and Merton Adult Learning.

FULL TIME EQUIVALENTS	2019/20	2020/21
Number of FTE Staff	450.17	462.36
Number of FTE TUPE staff	11.19	14.26
Number of Fixed Term contract	21.31	11.40
Total FTE	**482.67**	**488.02**

SUBJECTIVE ANALYSIS OF ESTIMATES	2020/21 Original Estimate £000	Inflation £000	Other Variations £000	2021/22 Estimate £000
Expenditure				
Employees	21,489	64	815	22,369
Premises	1,016	15	(59)	972
Transport	1,388	20	(25)	1,383
Supplies and Services	6,538	58	19	6,615
Third Party Payments	57,411	685	(5)	58,091
Transfer Payments	10,118	1	(1,160)	8,959
Support Services	7,884	0	427	8,310
Depreciation and Impairment Losses	771	0	61	832
GROSS EXPENDITURE	**106,616**	**844**	**73**	**107,532**
Income				
Government Grants	(12,633)	0	(123)	(12,756)
Other Reimbursements and Contributions	(12,195)	0	21	(12,173)
Customer and Client Receipts	(9,891)	0	0	(9,891)
Interest	0	0	0	0
Recharges	(3,241)	0	(69)	(3,310)
Reserves	0	0	0	0
GROSS INCOME	**(37,959)**	**0**	**(171)**	**(38,130)**
NET EXPENDITURE	**68,656**	**844**	**(98)**	**69,402**

Other Variations are analysed as follows:

Major Items	£000	fte
Salary	516	6.34
Savings	(2,365)	
Growth	2,997	
Overheads adjustments	359	
Depreciation & NNDR adjustments	60	
Inflation	299	
Rebasing of Income	0	
Technical adjustments	(1,863)	
Transfers between departments	0	
Grants	(122)	
Other	21	
TOTAL	**(98)**	**6.34**

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	2020/21	2021/22
Number of FTE Staff	368.90	379.09
Number of FTE TUPE staff	11.19	14.26
Number of Fixed Term Contract	18.31	11.40
Total FTE	**398.40**	**404.75**

SUBJECTIVE ANALYSIS OF ESTIMATES	2019/20 Original Estimate £000	Inflation £000	Other Variations £000	2020/21 Estimate £000
Expenditure				
Employees	17,473	20	781	18,275
Premises	416	6	(55)	366
Transport	1,352	20	(25)	1,347
Supplies and Services	3,172	47	(30)	3,189
Third Party Payments	45,898	649	(231)	46,317
Transfer Payments	9,547	1	(1,118)	8,429
Support Services	6,669	0	358	7,027
Depreciation and Impairment Losses	139	0	4	143
GROSS EXPENDITURE	**84,666**	**743**	**(316)**	**85,093**
Income				
Government Grants	(607)	0	0	(607)
Other Reimbursements and Contributions	(9,775)	0	16	(9,759)
Customer and Client Receipts	(9,185)	0	0	(9,185)
Interest	0	0	0	0
Recharges	(3,241)	0	(69)	(3,310)
Reserves	0	0	0	0
GROSS INCOME	**(22,808)**	**0**	**(54)**	**(22,861)**
NET EXPENDITURE	**61,858**	**743**	**(369)**	**62,232**

Other Variations are analysed as follows:

Major Items	£000	fte
Salaries-TUPE/Newpost	523	6.34
Savings	(2,365)	
Growth- Social Care Funding	2,997	
Overheads adjustments	289	
Depreciation & NNDR adjustments	4	
Inflation	258	
Rebasing of Income	0	
Technical adjustments- Concessionary Fares	(2,072)	
Transfers between departments/Service	(20)	
Grants	0	
Other Income	16	
TOTAL	**(369)**	**6.34**

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 to produce various activities .

FULL TIME EQUIVALENTS	2020/21	2021/22
Number of FTE Staff	29.05	30.05
Number of FTE TUPE staff	0.00	0.00
Number of Fixed Term Contract	2.00	0.00
Total FTE	**31.05**	**30.05**

SUBJECTIVE ANALYSIS OF ESTIMATES	2020/21 Original Estimate £000	Inflation £000	Other Variations £000	2021/22 Estimate £000
Expenditure				
Employees	1,123	44	(29)	1,138
Premises	519	8	(4)	523
Transport	4	0	0	4
Supplies and Services	556	8	15	580
Third Party Payments	35	1	0	36
Transfer Payments	0	0	0	0
Support Services	683	0	42	725
Depreciation and Impairment Losses	570	0	51	621
GROSS EXPENDITURE	**3,490**	**60**	**76**	**3,626**
Income				
Government Grants	(29)	0	29	0
Other Reimbursements and Contributions	(85)	0	0	(85)
Customer and Client Receipts	(341)	0	0	(341)
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
GROSS INCOME	**(454)**	**0**	**29**	**(426)**
NET EXPENDITURE	**3,036**	**60**	**104**	**3,200**

Other Variations are analysed as follows:

Major Items	£000	fte
Salary-contract post ended	(29)	
Savings	0	
Growth	0	
Overheads adjustments	42	
Depreciation adjustments	51	
Inflation	0	
Rebasing of Income	0	
Technical adjustments	(4)	
Transfers between departments/service	15	
Grants Decrease/(Increase)	29	
Other	0	
TOTAL	**104**	**0.00**

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 via the Disabled Facilities Grant.

FULL TIME EQUIVALENTS	2020/21	2021/22
Number of FTE Staff	30.41	31.41
Number of FTE TUPE staff	0.00	0.00
Number of Fixed Term Contract	1.00	0.00
Total FTE	**31.41**	**31.41**

SUBJECTIVE ANALYSIS OF ESTIMATES	2020/21 Original Estimate £000	Inflation £000	Other Variations £000	2021/22 Estimate £000
Expenditure				
Employees	1,413	0	44	1,457
Premises	63	1	0	64
Transport	30	0	0	31
Supplies and Services	172	3	46	220
Third Party Payments	3,691	36	88	3,815
Transfer Payments	571	0	(41)	530
Support Services	342	0	21	363
Depreciation and Impairment Losses	63	0	5	68
GROSS EXPENDITURE	**6,344**	**40**	**162**	**6,547**
Income				
Government Grants	(136)	0	0	(136)
Other Reimbursements and Contributions	(2,108)	0	0	(2,108)
Customer and Client Receipts	(365)	0	0	(365)
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
GROSS INCOME	**(2,609)**	**0**	**0**	**(2,609)**
NET EXPENDITURE	**3,735**	**40**	**162**	**3,938**

Other Variations are analysed as follows:

Major Items	£000	fte
Salary	7	
Savings	0	
Growth	0	
Overheads adjustments	21	
Depreciation	5	
Inflation	37	
Rebasing of Income	0	
Technical adjustments	88	
Transfers between departments/service	5	
Grants Decrease/(Increase)	0	
Other	0	
TOTAL	**162**	**0.00**

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	2020/21	2021/22
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
Total FTE	**3.75**	**3.75**

SUBJECTIVE ANALYSIS OF ESTIMATES	2020/21			2021/22
	Original £000	Inflation £000	Other Variations £000	Estimate £000
Expenditure				
Employees	196	0	4	200
Premises	17	0	0	17
Transport	0	0	0	0
Supplies and Services	21	0	0	21
Third Party Payments	1,159	0	70	1,228
Transfer Payments	0	0	0	0
Support Services	32	0	0	32
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	**1,425**	**0**	**74**	**1,499**
Income				
Government Grants	(1,397)	0	(69)	(1,466)
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
GROSS INCOME	**(1,397)**	**0**	**(69)**	**(1,466)**
NET EXPENDITURE	**28**	**0**	**5**	**32**

Other Variations are analysed as follows:

Major Items	£000	fte
Salary	0	
Savings	0	
Growth	0	
Overheads adjustments	0	
Depreciation adjustments	0	
Inflation	4	
Rebasing of Income	0	
Technical adjustments	70	
Transfers between departments	0	
Grants Decrease/(Increase)	(69)	
Use of Reserves Adjustment	0	
TOTAL	**5**	**0.00**

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	2020/21	2021/22
Number of FTE Staff	18.06	18.06
Number of FTE TUPE staff	0.00	0.00
Number of Fixed Term Contracts	0.00	0.00
Total FTE	**18.06**	**18.06**

SUBJECTIVE ANALYSIS OF ESTIMATES	2020/21 Original Estimate £000	Inflation £000	Other Variations £000	2021/22 Estimate £000
Expenditure				
Employees	1,284	0	15	1,298
Premises	2	0	0	2
Transport	2	0	0	2
Supplies and Services	2,617	0	(12)	2,605
Third Party Payments	6,628	0	67	6,696
Transfer Payments	0	0	0	0
Support Services	157	0	7	163
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	**10,690**	**0**	**77**	**10,767**
Income				
Government Grants	(10,464)	0	(82)	(10,546)
Other Reimbursements and Contributions	(227)	0	5	(221)
Customer and Client Receipts	0	0	0	0
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
GROSS INCOME	**(10,690)**	**0**	**(77)**	**(10,767)**
NET EXPENDITURE	**0**	**0**	**0**	**0**

Other Variations are analysed as follows:

Major Items	£000	fte
Salary	15	
Savings	0	
Growth	0	
Overheads adjustments	7	
Depreciation adjustments	0	
Inflation	0	
Rebasing of Income	0	
Technical adjustments	55	
Transfers between departments	0	
Grants Decrease/(Increase)	(82)	
Other Income	5	
TOTAL	**0**	**0.00**

BUSINESS PLAN - GLOSSARY OF TERMS

ASSET MANAGEMENT PLAN / REVIEW
An Asset Management Plan (AMP) is a tactical plan for managing an organisation's infrastructure and other assets to deliver an agreed standard of service. The plan is reviewed annually as part of the budget cycle.

BALANCES
Balances are maintained to meet expenditure pending the receipt of income and to provide a cushion against expenditure being higher or income lower than expected. Contributions to balances can be either a planned contribution from the revenue budget or a transfer of any revenue surplus at the year end. The maintenance of an appropriate level of balances is a fundamental part of prudent financial management.

BASELINE FUNDING LEVEL
The amount of an individual council's Start-up Funding Assessment for 2013-14 provided through the local share of the Estimated Business Rates Aggregate, uprated in line with the small business rates multiplier (set at the September forecast of the Retail Price Index, unless otherwise decided). It is forecast by the Government and forms the baseline against which tariffs and top-ups are calculated.

BILLING AUTHORITIES
A unitary council, or a lower tier council in a two-tier area, which collects the council tax for its own activities, and for those of the precepting authorities in its area. The billing authority passes on the precept receipts to each precepting authority in its area. These are the 326 billing authorities that collect council tax and business rates: district councils, London boroughs, and unitary councils. Before 1 April 2009 there were 354.

BORROWING STRATEGY
A borrowing strategy set up the parameters within which money may be borrowed by the Authority. These parameters are designed to manage the risk taken by the authority within best practice.

BUDGET
Statement of the spending plans for the year.

BUDGET PROFILE
An allocated annual budget is split over the months in which it is estimated that expenditure will be incurred. For example, utility bills may well be split into four and entered into the months in which quarterly payments are due.

BUSINESS RATES
These rates, formally called non-domestic rates, are the means by which local businesses contribute to the cost of providing local council services.

BUSINESS RATE BASELINE
Determined for individual councils at the outset of the business rates retention scheme by dividing the local share of the Estimated Business Rates Aggregate (England) between billing authorities on the basis of their proportionate shares, before the payment of any major precepting authority share.

BUSINESS RATE RETENTION SCHEME
The name given to the current system of funding local authorities through the local government finance settlement, set out in the Local Government Finance Act 2013. In 2021/22 Business Rates collected will be shared 33% to Central Government, 37% to the GLA and 30% to Merton Council

CAPITAL EXPENDITURE
Expenditure on the acquisition of a fixed asset or expenditure, which adds to, and not merely maintains, the value of an existing fixed asset.

CAPITAL FINANCING REQUIREMENT (CFR)
The total historical outstanding capital expenditure which has not yet been paid for from either revenue or capital resources i.e. a measure of the underlying borrowing need. (See Minimum Revenue Provision)

CAPITAL PROGRAMME
Documentation which summarises the outcome of priority allocations contained in the capital strategy and details individual schemes for approval by Council / Cabinet.

CAPITAL PROGRAMME BOARD
The Capital Programme Board ensures:
- that the overall capital investment strategy is consistent with strategic objectives, is affordable within the revenue budget strategy, and examines potential funding options
- that bids are submitted in accordance with the set framework and guidelines (including business cases, value for money and options appraisal) and prioritised in accordance of agreed criteria
- compiles and manages a multi-year capital programme for consideration by CMT and approval by Cabinet

CAPITAL RECEIPTS
Proceeds from the sale of fixed assets and repayments of capital grants and loans. These are divided into reserved and usable parts.

CAPITAL MONITORING
The monthly comparison of actual spend against the anticipated spend (profiled budget) and the revision of projected year end spend where necessary. Periodically budget managers will be required to review their in year budget requirement and re-profile their projected expenditure over subsequent financial years.

CAPITAL STRATEGY
A Capital Strategy is a core planning document designed to dovetail with the MTFS and Treasury Strategy to ensure that limited capital resources are deployed in accordance with corporate priorities / achieving our vision. The document will also detail how the proposed capital programme will be funded.

CASH FLOW MANAGEMENT
Cash flow is the movement of money into or out of a business. Cash flow management optimises activity and investment around these cash flows.

CHARTERED INSTITUTE OF PUBLIC FINANCE AND ACCOUNTANCY (CIPFA)
The Institute produces standards and codes of practice that must be followed in preparing the Council's financial statements.

CODE OF PRACTICE ON LOCAL AUTHORITY ACCOUNTING
The Code of Practice on Local Authority Accounting ('The Code') applies International Financial Reporting Standards (IFRS) to the Local Authority context. The Code supports consistent financial reporting and Local Authorities must adhere to it when producing the annual Statement of Accounts.

COLLECTION FUND
This is a statutory 'ring fenced' account. It records income and expenditure on Council Tax, Non Domestic Rates, payments to the precepting authorities and transfer to the Council's General Fund.

COMMUNITY ORGANISATION
An organisation with benevolent or philanthropic purposes.

COMPACT
Compacts are partnership agreements between statutory bodies and the voluntary and community sector to improve their relationships and provide a framework within which the sectors can understand what to expect from each other. Compacts offer the means of supporting the development of the voluntary and community sector's capacity so that groups can do more to meet both their aims and those of their statutory partners, thereby enhancing their contribution to the local community. The national compact (between central government and the voluntary and community sector) was launched in 1998 and it is now a requirement for all local authorities and PCTs to develop a compact with the voluntary and community sector. They are not legally binding documents but the Compact is approved and signed policy and affects the conduct of all partners.

CONTINGENCY
A contingency is the setting aside of a finite sum in the budget to offset the cost of a future event or circumstance which may or may not occur. This contrasts with a reserve which is a sum set aside in the accounts.

CORE SPENDING POWER
A Spending Review sets out the expected available revenue for Government departments spending, including local government, using Office of Budget Responsibility (OBR) estimates. This provides local government with an understanding of the resources available to the whole sector to deliver services during this spending period. In the Local Government Finance Settlements, the Government also produce the local authority core spending power figures which set out indicative figures for the potential income from core components that could be available to authorities over the years of the Spending Review.

CORPORATE AND DEMOCRATIC CORE
The corporate and democratic core comprises all activities which local authorities engage in specifically because they are elected, multi-purpose authorities. It has two elements - corporate management and democratic representation and management. The activities within the corporate and democratic core are in addition to those which would be carried out by a series of independent, single purpose bodies managing the same services. There is, therefore, no logical basis for apportioning these costs to services.

CORPORATE GOVERNANCE
Corporate Governance is the system by which local authorities direct and control their functions and communicate to their communities.

COUNCIL TAX
It is a local tax on domestic property which was introduced in 1993 by the Local Government Finance Act 1992, It is raised by councils but is now subject to referendum limits set by the Government . It is calculated by deducting any funding from reserves, income it expects to raise and general funding from the total annual cost of providing services, to leave a balance to be funded by council taxpayers

COUNCIL TAX BASE
This is the number of Band D equivalent dwellings in a council area. To calculate the tax base for an area, the number of dwellings in each council tax band is reduced to take account of discounts and exemptions. The resulting figure for each band is then multiplied by its proportion relative to Band D (from 6/9 for Band A to 18/9 for Band H) and the total across all eight bands is calculated. An adjustment is then made for the collection rate.

COUNCIL TAX BANDS
There are eight council tax bands. How much council tax each household pays depends on the Band that the property is in which is set by a range of property value.

COUNTRY LIMITS
The current economic climate has not only affected companies and financial institutions; it has affected sovereigns (lending to countries [government bonds]) as well. This will be incorporated into counterparty selection.

CREDIT APPROVAL
The permission to borrow given to each local authority annually by the Secretary of State. Local authorities can obtain supplementary credit approvals during the year for particular projects.

CREDITORS
The individual or organisation to whom the Authority owes money. Accordingly, it does not include money on taxation to the Council.

COUNCIL'S BORROWING REQUIREMENT
Based on projected spend, this is the amount of money a local authority will need to borrow to finance this projected spend.

COUNTERPARTIES
The organisation in respect of which the Authority borrows from or invests money with. A counterparty will be removed, suspended or kept on close watch from the council's approved list if it fails to meet the Council's criteria.

CORPORATE BONDS
A corporate bond is one that a company issues to raise money in order to expand its business.

575

COUPON
Is the interest rate stated on a bond at the time it is issued.

CREDITWORTHINESS
An assessment of the likelihood that a borrower will default on their debt obligations. It is based upon factors, such as their history of repayment and their credit score. Lending institutions also consider the availability of assets and extent of liabilities to determine the probability of default.

DEBTORS
A debtor is an organisation or individual that owes the Authority money and the debt is legally enforceable

DEBT RESCHEDULING See rescheduling of debt
Where certain debt may be redeemed and a further loan obtained. This may be undertaken to provide an even spread of debt redemption date and terms, It may also be used to optimise beneficial borrowing rates in the market while maintaining activity within acceptable risk levels.

DEPRECIATION
Depreciation is a charge to the revenue account to reflect the reduction in the useful economic life of a fixed asset, reducing the value of the fixed asset in the balance sheet. It is not a charge to the General Fund as it is reversed in the Movement in Reserves Statement and replaced with the Minimum Revenue Provision.

EARMARKED CAPITAL RESOURCES / GRANTS Overlaps with reserves
Money received by the Authority which has certain conditions / restrictions (loose terminology) over its use limiting the type of expenditure that it may be applied against. IFRS refers to Stipulations and sub divides them into Conditions and Restrictions. Earmarked grants (revenue or capital) are grants which are subject to restrictions.

ESTIMATED BUSINESS RATES AGGREGATE
The total business rates forecast at the outset of the business rate retention scheme to be collected by all billing authorities in England in 2013-14. The Estimated Business Rates Aggregate is uprated year on year in line with the change in the small business multiplier (usually the September Consumer Price Index).

FINANCE LEASE
A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership. Situations that would normally lead to a lease being classified as a finance lease include the following:
- the lease transfers ownership of the asset to the lessee by the end of the lease term
- the lessee has the option to purchase the asset at a price which is expected to be sufficiently lower than fair value at the date the option becomes exercisable and that, at the inception of the lease, it is reasonably certain that the option will be exercised
- the lease term is for the major part of the economic life of the asset, even if title is not transferred
- at the inception of the lease, the present value of the minimum lease payments amounts to at least substantially all of the fair value of the leased asset
- the leased assets are of a specialised nature such that only the lessee can use them without major modifications being made

FINANCIAL INSTRUMENT
A real or virtual document representing a legal agreement involving some sort of monetary value. In today's financial marketplace, financial instruments can be classified generally as equity based, representing ownership of the asset, or debt based, representing a loan made by an investor to the owner of the asset.

FINANCIAL YEAR
The financial year runs from 1 April to the following 31 March.

FIXED ASSETS
Assets that yield benefits to the local authority and the services it provides for a period of more than one year. These assets can be tangible or intangible.

FLOOR DAMPING
A method by which stability in funding is protected through limiting the effect of wide variations in grant. A floor guarantees a lower limit to a year-on-year change in grant. The grant amounts of councils who receive changes above the floor are scaled back by a fixed proportion to help pay for the floor.

FTSE 100
This is the index of the top 100 UK listed companies by market capitalisation.

GENERAL FUND
The main fund of the Council, from which all expenditure is met and all income is paid, with the exception of those items, which by statute have to be taken to some other account.

GOVERNMENT GRANTS (Overlaps with Earmarked capital resources)
Financial assistance by government and other bodies, in the form of cash transfers to an authority, issued in return for compliance with certain conditions relating to the activities of the authority.

GROSS EXPENDITURE
The total expenditure of a fund or account.

GROUP LIMITS
This is a limit on the amount of money that may be invested with or borrowed from a particular conglomerate.

IMPAIRMENT
The loss of value in a fixed asset arising from physical damage, deterioration in the quality of service provided by the asset or from a general fall in prices. When this occurs the asset must be written down to the recoverable value. The charge is then reversed out from the General Fund in the Movement in Reserves Statement and replaced with the Minimum Revenue Provision.

INTERNATIONAL FINANCIAL REPORTING STANDARD (IFRS)
International Financial Reporting Standards are a single set of accounting standards, developed and maintained by the IASB (International Accounting Standards Board) for the purposes of being applied on a globally consistent basis by developed, emerging and developing economies. The Code of Practice on Local Authority Accounting is based on IFRSs

INVESTMENT POLICY
The London Borough of Merton's investment policy has regard to the CLG's Guidance on Local Government Investments and the 2011 revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes. The council's investment priorities will be security first, liquidity second, then return.

INVESTMENT STRATEGY
The investment of the Authority's cash balances to optimise its strategic and operational needs.

INVESTMENT TREASURY INDICATOR AND LIMIT
This is a prudential indicator for funds invested for more than 364 days, designed to measure the need for early investment redemption against the Authority's liquidity requirement.

LENDERS OPTION BORROWERS OPTION (LOBO)
When borrowing or lending money, certain time related limits may be established when the arrangement is made e.g. at a certain point in time the interest rate of a loan will increase; at this point both parties have the opportunity to opt in / out of the arrangement.

LEVY
Mechanism to limit disproportionate benefit from business rates. Levy payments are used to fund the safety net. The future use of the levy is currently being reviewed as part of the Government's review of Business Rates Retention.

LIABILITIES
A legally enforceable sum owed to a third a party.

LOCAL GOVERNMENT FINANCE SETTLEMENT
The local government finance settlement is the annual determination of funding distribution as made by the Government and debated by Parliament.

LOCAL GOVERNMENT SPENDING CONTROL TOTAL
The total amount of expenditure for Revenue Support Grant in the Ministry of Housing, Communities and Local Government's Local Government Departmental Expenditure Limit plus the local share of the Estimated Business Rates Aggregate that is allocated to the local government sector by Government for each year of a Spending Review.

LOCAL SHARE
The percentage share of locally collected business rates that is retained by local government.

LOCALISM ACT 2011
It sets out a series of proposals with the potential to achieve a substantial and lasting shift in power away from central government and towards local people. They include: new freedoms and flexibilities for local government; new rights and powers for communities and individuals; reform to make the planning system more democratic and more effective

LOWER TIER COUNCILS
Councils that carry out the functions which in shire areas with two tiers of local government are carried out by shire districts. They are the same councils as billing authorities.

MERTON IMPROVEMENT BOARD
Merton Improvement Board oversees the management and monitoring of the Merton improvement programme and the promotion of best practices within the Council. Its work falls into four main areas:
* manage and monitor the Merton improvement programme including giving the "go ahead" for new projects and project closure;
* steer the implementation and future development of the Merton improvement programme;
* lead on developing and maintaining cross-cutting initiatives; and
* manage, co-ordinate and monitor business improvement activity across the council.

MINIMUM REVENUE PROVISION
A provision, via a revenue charge, in respect of historical capital expenditure which has been financed by borrowing , as required by the Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008.

MULTIPLIER
The business rates multiplier which, when multiplied by the rateable value of a property, determines a ratepayer's business rate bill. There are two multipliers – one for small businesses and one for larger businesses. These are set nationally. The small business multiplier is uprated annually by Inflation Index, unless the Government decides otherwise and the other multiplier adjusted accordingly, to fund rate relief for small businesses.

NATIONAL CONTROL TOTALS
These are the national totals for each of the individual elements within the local spending control total. They are determined as part of the Spending Review. It is also the name given to the size of each of the different elements within the Settlement Funding Assessment.

NON-DOMESTIC RATE (NDR)
A levy on businesses based on national 'rateable value' of the premises occupied. NDR is collected by the Council in line with national criteria, paid into a national pool and then redistributed to all local and police authorities on the basis of population.

NON-SPECIFIED INVESTMENTS
A body which has been provided with a government issued guarantee for wholesale deposits within specific timeframes.

OPERATIONAL BOUNDARY
The operational boundary is a prudential indicator for monitoring the total external debt, gross of investments, and separately identifying borrowing from other long term liabilities.

OPERATING LEASE
A contract that allows for the use of an asset, but does not convey rights of ownership of the asset. An operating lease is not capitalised; it is accounted for as a rental expense in what is known as "off balance sheet financing." For the lessor, the asset being leased is accounted for as an asset and is depreciated as such.

PENSION FUND
The Local Government Pension Scheme (LGPS) is a scheme established by statute to provide death and retirement benefits for all eligible employees. The scheme's benefits are defined in the LGPS Regulations, and are geared to a scheme member's Career Average Revalued Earnings (CARE).
The scheme is financed by a combination of employee and employer contributions, together with income from a fund of investments. The employee contribution rate ranging from 5.5% to 12.5% of pensionable pay in nine salary bands. The contribution percentage that a member pays is based on their estimated actual annual pensionable salary from 1 April to 31 March each year. Whilst the employer's rate varies according to an assessment of the funds current and forecast pension/benefit costs, (the fund's liabilities), relative to its income. This assessment is undertaken, in accordance with LGPS Regulations, every three years by the Fund's appointed actuary, who sets the necessary level of employer contribution into the fund so that the fund's liabilities can be paid.

PERFORMANCE MANAGEMENT FRAMEWORK
Performance management is about how an organisation consistently plans and manages to ensure continuous improvement. Sustainable improvements in services are unlikely to happen without it. A performance framework is designed to help individuals, teams, divisions etc. understand:
- what the organisation is trying to achieve
- the planning, monitoring and review cycle
- their responsibilities.

PRECEPT
This is the amount of council tax income all billing and precepting authorities need to provide their services. The amounts for all authorities providing services in an area appear on one council tax bill, which is administered by the billing authority.

PRECEPTING AUTHORITY
An authority or body that does not collect council tax or business rates but is part of the business rates retention scheme. This is an authority which sets a precept to be collected by billing authorities. County councils, police authorities, the Greater London Authority, single purpose fire and rescue authorities and parish councils are all precepting authorities.

PRIVATE FINANCE INITIATIVE (PFI)
PFI contracts are agreements with private sector organisations to refurbish, maintain and operate fixed assets on behalf of public sector organisations such as local authorities.

PROCUREMENT BOARD
The Procurement Board provides a corporate focus for procurement issues and oversees the procurement development in Merton. The Board also provides both strategic direction for, and effective governance of, the procurement arrangements across the Authority, ensuring they are effective, efficient and utilised.

PROPORTIONATE SHARE
This is the percentage of the national business rates yield which a council has collected on the basis of the average rates collected by councils over the two years to 2011-12. This percentage was applied to the local share of the 2013-14 Estimated Business Rates Aggregate to determine the billing authority business rates baseline. This will be updated for 2021/22 as part of the Government's review of the Business Rates Retention Scheme.

PROVISIONS
Amounts set aside for any liabilities or losses which are likely to be incurred, but which are uncertain as to the amounts or the dates on which they will arise.

PRUDENTIAL CODE
The Local Government Act 2003 requires the Council to have regard to the CIPFA Prudential Code for Capital Finance in Local Authorities. In doing so, the Council is required to set and monitor a series of Prudential Indicators, the key objectives of which are to ensure that, within a clear framework, the capital investment and borrowing plans of the council are affordable, prudent and sustainable.

RESCHEDULING OF DEBT See debt rescheduling
The switching of debt between the short term and the longer term and vice versa to obtain favourable borrowing rates.

REVENUE EXPENDITURE
Expenditure incurred on day to day running costs and confined to accounts within one financial year.

REVENUE MONITORING
The monthly comparison of actual expenditure and income spend against the anticipated spend (profiled budget). A budget manager will then allow for known income/expenditure to project the year end position.

RESERVES
This is a council's accumulated surplus income (in excess of expenditure) which can be used to finance future spending. Reserves can be either capital or revenue

REVENUE SUPPORT GRANT
A Government grant which can be used to finance revenue expenditure on any service.

RINGFENCED GRANT
A grant paid to councils which has conditions attached to it, which restrict the purposes for which it may be spent.

RISK MANAGEMENT

A risk is a threat, obstacle or, barrier, that will stop the Authority from achieving its ambitions, aims and objectives. Risk management is the process of managing the risks that may prevent delivery of desired outcomes so that the organisation can anticipate and respond positively to change. Merton's approach to risk management is to raise awareness, integrate it into day to day operations and establish a robust framework and procedures to identify, analyse, assess and manage risk.

SECTION 151 OFFICER

Section 151 of the Local Government Act 1972 requires every local authority to make arrangements for the proper administration of their financial affairs and requires one officer to be nominated to take responsibility for the administration of those affairs. The Section 151 officer is usually the local authority's treasurer and must be a qualified accountant belonging to one of the recognised chartered accountancy bodies. The Section 151 officer has a number of statutory duties, including the duty to report any unlawful financial activity involving the authority (past, present or proposed) or failure to set or keep to a balanced budget.

SECURITISATION

'Securitisation' as used in this context means the disposal of future revenues. For example, someone receiving rents from properties might transfer the entitlement to that income to a bank for (e.g.) 20 years, in exchange for an immediate lump-sum payment.

SAFETY NET

Mechanism to protect any council which sees its business rates income drop, in any year, by more than 7.5% below its baseline funding level (with baseline funding levels being uprated by the small business rates multiplier for the purposes of assessing eligibility for support).

SETS OF SERVICES

There are four sets of services, corresponding to the services supplied by the four types of local authorities (although some councils may provide more than one tier of service). These are:

- upper-tier services – those services, other than fire, supplied by county councils in two- tier areas, and described as relating to 'social care councils'
- police services
- fire and rescue services
- lower-tier services – those services supplied by district councils ('non-social care councils') in two-tier areas.

SETTLEMENT CORE FUNDING

The definition of settlement core funding for this purpose takes into account the main resources available to councils, which for this purpose comprise:

- council tax income
- the Settlement Funding Assessment, comprising:
  – estimated business rates income (baseline funding level under the rates retention scheme)
  – Revenue Support Grant.

SETTLEMENT FUNDING ASSESSMENT

Previously referred to as Start-Up Funding Assessment. It comprises at a national level the total Revenue Support Grant and the local share of Estimated Business Rates Aggregate for the year in question. On an individual council level, it comprises each council's Revenue Support Grant for the year in question and its baseline funding level, uprated year-on-year in line with the September forecast of the Retail Price Index, unless otherwise decided

SPECIFIC GRANT

Grants paid under various specific powers, but excluding Revenue Support Grant or area- based grant. Some specific grants are ringfenced.

SPECIFIED BODY

This is the term used for a body or bodies which are directly funded from Revenue Support Grant, and which provide services centrally for local government as a whole.

SPECIFIED INVESTMENTS

These are to be sterling investments of a maturity period of not more than 364 days, or those which could be for a longer period but where the Council has the right to be repaid within 364 days if it wishes. These are low risk assets where the possibility of loss of principal or investment income is considered negligible.

SPENDING REVIEW

A Spending Review is a governmental process carried out by HM Treasury which sets out fixed three-year departmental expenditure limits and, through public sector service agreements, defines key service improvements.

SUPER OUTPUT AREA

A Super Output Area (SOA) is a geographical area designed for the collection and publication of small area statistics. It is used on the Neighbourhood Statistics site, and has a wider application throughout national statistics. SOAs give an improved basis for comparison throughout the country because the units are more similar in size of population than, for example, electoral wards

SUPPORT SERVICES

These are services that are not statutory local authority services but which give support to those services.

TARIFFS AND TOP UPS

Calculated by comparing at the outset of the business rate retention scheme an individual council's business rates baseline against its baseline funding level. Tariffs and top ups are self-funding, fixed at the start of the scheme and uprated year-on-year in line with the September forecast of the Retail Price Index, unless otherwise decided.

TAX INCREMENTAL FINANCING

The Local Government Finance Bill was passed in December 2011 and introduces a rate retention scheme enabling local authorities to retain a proportion of the business rates generated in their area. The Bill also includes a framework for the localisation of support for council tax in England, which alongside other council tax measures will give councils increased financial autonomy and a greater stake in the economic future of their local area, while providing continuation of council tax support for the most vulnerable in society. In determining the affordability of borrowing for capital purposes, authorities currently take account of their current income streams and forecast future income.

BUSINESS PLAN - GLOSSARY OF TERMS Continued…

TREASURY MANAGEMENT
The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.

TREASURY MANAGEMENT PRACTICES / TREASURY MANAGEMENT CODE OF PRACTICE
The Local Government Act 2003 requires the Council to adopt the CIPFA Prudential Code for Capital Finance in Local Authorities. In doing so, the Council is required to set and monitor a series of Prudential Indicators, the key objectives of which are to ensure that, within a clear framework, the capital investment plans of the council are affordable, prudent and sustainable.

USEFUL LIFE
This is the period over which the local authority derives benefit from the use of a fixed asset.

BUSINESS PLAN – LIST OF ACRONYMS

Acronym	Definition
AD	Assistant Director
ADASS	Association of Directors of Adult Social Services
Apps	Applications
ASB	Anti-Social Behaviour
ASC	Adult Social Care
BC	Building Control
BESD	Behavioural Emotional and Social Difficulties
BME	Black Minority Ethnic
C & YP	Children and Young People
CAF	Common Assessment framework
CAMHS	Child and Adolescent Mental Health Services
CC	Children's Centre
CCTV	Close Circuit Television
CEN	Creative Environmental Networks
CEO	Civil Enforcement Officer
CFR	Capital Financing Requirement
CIPFA	Chartered Institute of Public Finance and Accountancy
CMT	Corporate Management Team
CNEA	Clean Neighbourhood and Environment Act
CPD	Continuing Professional Development
CPZ	Controlled Parking Zone
CRB	Criminal Records Bureau
CRM	Customer Relationship Management
CSC	Children's Social Care
CSF	Children Schools & Families
CYP	Children and Young People
CYPP	Children and Young Peoples Plan
DC	Development Control
DEFRA	Department for Environment Food and Rural Affairs
DFG	Disabled Facilities Grant
DMT	Departmental Management Team
DSG	Dedicated Schools Grant
E&R	Environment and Regeneration
EA	Equality Analysis
EAL	English as an Additional Language
EH	Environmental Health
EIA	Equalities Impact Assessment
EIG	Early Intervention Grant
ERTG	Enforcement Review Task Group
ESOL	English for Speakers of Other Languages
EU	European Union
EY	Early Years
FACS	Fair Access to Care Services
FM	Facilities Management
FOI	Freedom Of Information
FPN	Fixed Penalty Notice
FTE	Full Time Equivalent
GLA	Greater London Authority
HB	Housing Benefits
HC&OP	Healthier Communities and Older People

BUSINESS PLAN – LIST OF ACRONYMS Continued……

Acronym	Definition
HCA	Homes and Community Agency
HNES	Housing Needs and Enabling Services
HRRC	Household Reuse and Recycling Centre
ICT	Information and Communications Technology
IFRS	International Financial Reporting Standard
IP	Intellectual Property
IT	Information Technology
iTrent	The Council's payroll system
JD	Job Description
K	£ Thousand
L & D	Learning and Development
LA	Local Authority
LAC	Looked After Children
LALO	Local Authority Liaison Officer
LATS	Landfill Allowances and Trading Scheme
LB	London Borough
LBM	London Borough of Merton
LCGS	London Councils Grant Scheme
LDD	Learning Development and Diversity
LGA	Local Government Association
LLC	Local Land Charges
LSC	Learning Skills Council
LSCB	Local Safeguarding Children's Board
LSP	Local Strategic Partnership
LOBO	Lenders Option Borrowers Option
MAE	Merton Adult Education
MARAC/D V	Multi Agency Risk Assessment Case Conference / Domestic Violence
MCIL	Merton Centre for Independent Living
MIS	Management Information System
MP	Member of Parliament
MRP	Minimum Revenue Provision
MSLT1&2	Merton's Senior Leadership Team Levels 1 and 2
MTFS	Medium Term Financial Strategy
MVSC	Merton Voluntary Service Council
NEET	Not in Education, Employment or Training
NDR	Non Domestic Rate
O&S	Overview and Scrutiny
OJEU	Official Journal of the European Union
OT	Occupational Therapy
PATAS	Parking And Traffic Appeals Service
PC	Police Constable
PCN	Penalty Charge Notice
PCT	Primary Care Trust
PFI	Private Finance Initiative
PM&R	Pavement Maintenance and Repair
PPD	Public Protection and Development

BUSINESS PLAN – LIST OF ACRONYMS Continued……

Acronym	Definition
PPP	Policy Planning and Performance
PRS	Private Rented Sector
PVI	Private Voluntary and Independent
QA	Quality Assurance
SC	Sustainable Communities
SEN	Special Educational Needs
SEND	Special Educational Needs and Disabilities
SFA	Skills Funding Agency
SLA	Service Level Agreement
SLWP	South London Waste Partnership
SME	Subject Matter Expert
SMT SOAs	Senior Management Team Super Output Areas
SSQ	School Standards and Quality
SW	South West
SWLSG	South West London and St George's Mental Health NHS Trust
TBC	To Be Confirmed
TEC	Transport and Environment Committee
TFL	Transport For London / TfL
TUPE	The Transfer of Undertaking (Protection of Employment) Regulations
VAT	Value Added Tax
VLE	Virtual Learning Environment
VS	Voluntary Sector
YOT	Youth Offending Team