

# **Merton Council**

## **Cabinet**

**7 December 2015**

### **Supplementary agenda**

7 Business Plan 2016-20 – Information to Follow

1 - 70

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## **Cabinet**

**7 December 2015**

**Agenda item:**

**Business Plan Update 2016-2020**

**Lead officer:** Caroline Holland

**Lead member:** Councillor Mark Allison

The following additional information is provided in respect to the Business Plan Update 2016-20:-

- Appendix 5: Summary Analysing the Equalities Impact of Savings Proposals
- Appendix 6: Draft Service Plans 2016-20 (Marked as “to follow” in the report)
- Appendix 7: Budget Summaries. This was marked as “to follow” in the report but will now be provided as part of the Information Pack referred to in paragraphs 7.3 and 7.4 of the report.

## Analysing the Equalities Impact of Savings Proposals

This report outlines the process for assessing the equalities impacts of savings proposals and highlights equalities issues identified.

### Why analyse the equalities impact?

Section 149 Equality Act 2010 requires public bodies in exercising their functions to have due regard to the need to:

- a) eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010;
- b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it

In order to demonstrate compliance with this public sector equality duty we assess the impact of savings proposals on groups with various protected characteristics (equality groups).

The protected characteristics under the law are age, disability, gender re-assignment, marriage and civil partnerships, pregnancy/maternity, race, religion/belief, sex and sexual orientation. In addition Merton takes account of a ninth characteristic, socio-economic, in order to support our focus on bridging the gap between the east and west of the borough.

As part of the Equality Analysis (EA) process once the analysis of impact on protected groups is complete each proposal is then assessed against four outcomes; as described in the table below.

<p><b>Outcome 1</b> – No change required: when the EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed.</p>	<p>Your analysis demonstrates that the proposals are robust and the evidence shows no potential for discrimination and that you have taken all appropriate opportunities to advance equality and foster good relations between groups. If this conclusion is reached, remember to document the reasons for this and the information that you used to make this decision.</p>
<p><b>Outcome 2</b> – Adjustments to remove negative impact identified by the EA or to better promote equality. List the actions you propose to take to address this in the Action Plan.</p>	<p>This involves taking steps to remove barriers or to better advance equality. It can mean introducing measures to mitigate the potential negative effect. Remember that it is lawful under the Equality Act to treat people differently in some circumstances, for example taking positive action or putting in place single-sex provision where there is a need for it. It is both lawful and a requirement of the general equality duty to consider if there is a need to treat disabled people differently, including more favourable treatment where necessary.</p>
<p><b>Outcome 3</b> – Continue with proposals despite having identified some potential for negative impact or missed opportunities to promote equality. In this case, the justification needs to be included in the EA and should be in line with the PSED to have 'due regard'. List the actions you propose to take to address this in the Action Plan. (You are advised to seek Legal Advice)</p>	<p>This means a recommendation to adopt your proposals, despite any negative effect or missed opportunities to advance equality, provided you have satisfied yourself that it does not unlawfully discriminate. In cases where you believe discrimination is not unlawful because it is objectively justified, it is particularly important that you record what the objective justification is for continuing with your proposals, and how you reached this decision. This is very important to show that you have paid 'due regard' to the Public Sector Equality Duty</p>

<b>Outcome 4</b> – Stop and rethink: when your EA shows actual or potential unlawful discrimination.	If a policy shows unlawful discrimination it <b>must</b> be removed or changed.
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A process has been put in place to ensure that we carry out an equalities analysis of all our savings proposals and that this information is available to members in making their decisions.

The EAs that accompanied the 19 October Cabinet savings proposals were reviewed by Evereth Willis, Interim Head of Policy, Strategy and Partnerships. The EAs accompanying the 7 December Cabinet savings proposals were assessed by a panel including, Evereth, Pamela Clarke (Senior Lawyer) and Karin Lane (Business Partner).

### Summary of Equalities Analysis

There have been EAs carried out and agreed on 19 proposals going to the 7 December Cabinet and 43 proposals that went to the 19 October cabinet.

Appendix I to this report summarises the outcomes of EAs by department (outcome 4 is omitted from the table as it is not applicable). We are able from this information, to make a tentative assessment of the overall corporate impact of our proposed changes on the main effected equalities groups. This includes potential cumulative impacts of proposals where the overall impact on a particular group of a single proposal is magnified when looked at alongside other proposals. Some of the proposals have no impact on the protected characteristics.

It is important that each and every individual EA is considered on its own merit and in the context of the other changes and cuts that are being made. Therefore, what follows should be treated as indicative and not as a replacement for considering each EA. Examples given are provided to illustrate different types of equalities risk that should be considered when making decisions they are not a full list of all the equalities impacts identified.

#### Age

The group where there is the largest potential negative impact is on age, both older people and younger people. In particular increased costs for services used by these groups or reductions of services that are either particularly used by them or will have a particular impact on them. Some of the savings proposing changes to waste collection arrangements or increased charges, e.g. green waste may impact on older residents.

Decommissioning services such as meals on wheels will in the short-term impact on older residents. Similarly Children, Schools and Families (CSF) have highlighted in an EA that the reduced commissioning budgets in the department will directly impact on Early Years prevention work commissioned through the voluntary and community sector and may increase pressure on social work teams.

Changes in adult and children's social care are also likely to impact more on these groups due to the client groups of these services. Consideration does need to be given to any saving involving a service targeted, or primarily used, by a certain group. Alongside this, extra consideration will need to be given as to the cumulative impact of proposals on these groups.

Community and Housing have highlighted in EAs of the social care savings proposals that proposed staff reductions may lead to increased waiting times and result in reduced capacity to monitor and impact on the promotion of independence and preventative work.

**Disability**

There are a number of savings options which could potentially impact on the ability of disabled people to live independently which, when taken together, may lead to a larger potentially negative impact. The reduced staffing structures outlined in some of the savings proposals may result in delays in disabled clients accessing suitable accommodation or being assessed or care packages. The promotion of independent living may be affected at least in the short-term as the changes may result in increased waiting and assessment times.

However, as important as the analysis within the EA is the mitigating impacts put in place and the action plan attached.

**Race**

There does not, at this stage of the analysis, appear to be a large potentially negative impact on groups in terms of their race. However, this is an area, along with several other of the protected characteristics, where there is potential for an indirect impact. We need to be aware of this when making changes to services delivered in the voluntary sector.

**Sex**

In terms of service users, there is little evidence of this protected characteristic being adversely affected by the savings proposals.

**Socio-economic**

Although not a statutory group within the legislation the impact on those from more disadvantaged socio-economic backgrounds is a key theme for Merton and links to the 'Bridging the Gap' theme. A reduction in services targeted at vulnerable groups will adversely affect families living in poverty. The cumulative effect of the proposals may be felt more by residents in the East of the borough where deprivation is more apparent.

**Conclusion**

The above has highlighted the equalities implications of the basket of savings proposals. Overall the equality analyses have highlighted that the proposals may have a negative impact on the protected characteristics of Age, Disability, Race, Sex and Socio-economics. An integral part of the EA is identifying the mitigating action and outlining them in a supporting action plan. Where negative impact has been identified the departments have outlined the appropriate mitigation.

Appendix 1

Dept.	19 October Cabinet - no of proposals impacting on each equality group													
	No of proposals with EAs	1	2	3	Age	Disability	Gender Re-assignment	Marriage & Civil P'ship	Pregnancy/ Maternity	Race	Religion/ belief	Sex	Sexual Orientation	So-ec
CH	10	2		10	8	10	1	1	2	4	1	1	1	4
CSF	7	1	4	2	2	2		1		2		1		1
CS	5	1	4		1									
ER	21	11	10		1									1
<b>Overall</b>	<b>43</b>	<b>15</b>	<b>18</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>6</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>6</b>

Dept.	7 December Cabinet - no of proposals impacting on each equality group													
	No of proposals with EAs	1	2	3	Age	Disability	Gender Re-assignment	Marriage & Civil P'ship	Pregnancy/ Maternity	Race	Religion/ belief	Sex	Sexual Orientation	So-ec
CH	5			5						1			1	1
CSF	1		1											
CS	6	3	2	1	1	1	1	1	1	1	1	1	1	1
ER	7	5	2											
<b>Overall</b>	<b>19</b>	<b>8</b>	<b>5</b>	<b>6</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>

### First Draft Service Plans

Attached are our 27 First Draft Service Plans, in departmental order.

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

Second Draft Service Plans are due to be completed on the 22 December, after which they will form part of the Consultation Pack that will be used for all Cabinet and Scrutiny meetings throughout January 2016.

Final plans will be completed on the 30 January 2016 and these plans will form part of our 2016/20 Business Plan.

### Index of Departmental Service Plans

Children, Schools and Families	Community and Housing	Corporate Services	Environment and Regeneration
Children's Social Care	Adult Social Care	Business Improvement	Commercial Services (Waste)
Commissioning, Strategy & Performance	Housing Needs & Enabling	Corporate Governance	Development & Building Control
Education	Libraries	Customer Services	Future Merton
	Public Health	Human Resources	Leisure & Culture Development
		Infrastructure & Transactions	Parking
		Resources	Parks & Green Spaces
		Shared Legal Services	Property
			Regulatory Service Partnership
			Safer Merton
			Street Cleaning
			Traffic & Highways
			Transport
			Waste Management

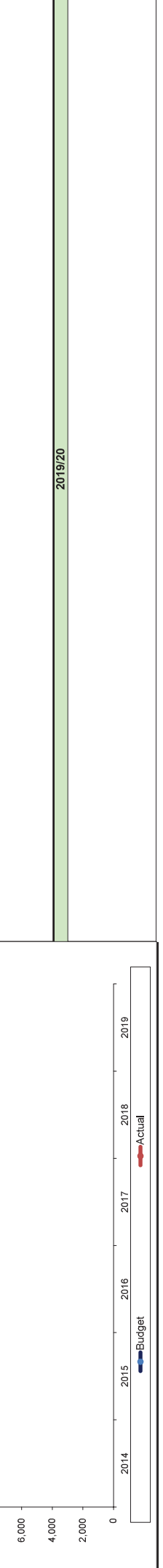
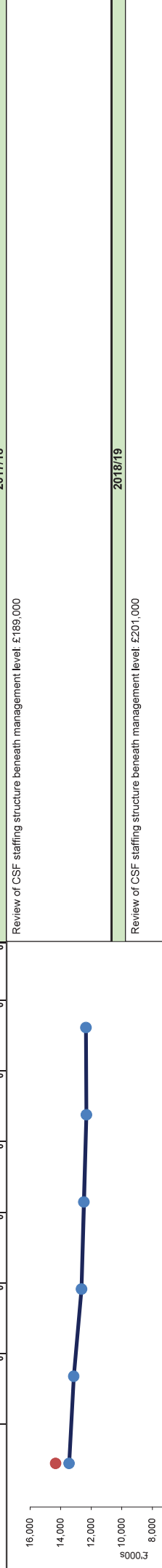
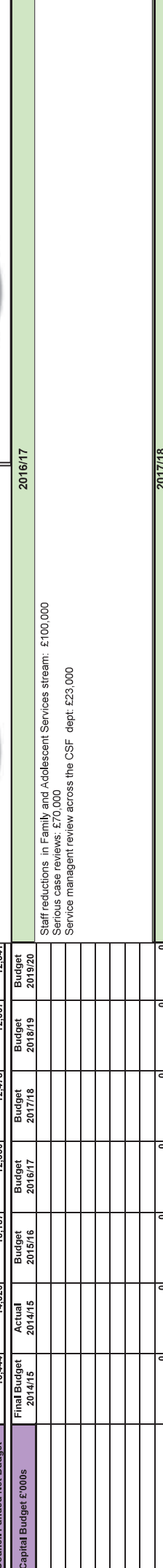




# Children Schools & Families

Children's Social Care	Children's Social Care	Anticipated demand					Planning Assumptions					APPENDIX 6 Strategies your service contributes to				
		Anticipated demand					Planning Assumptions									
Enter a brief description of your main activities and objectives below		Population growth - looked after children					2015/16					2019/20				
<p>Children's Social Care (CSC) delivers a range of government prescribed &amp; legislated functions to children at risk of harm, children in care, care leavers &amp; young offenders, as well as wider services to families. CSC works within an integrated context co-ordinating multi agency support to those families at all levels of Merton's Child &amp; Young Person (CYP) Well-being Model. The service works with approximately 1,300 children at any one time who have the greatest needs in the borough across a range of outcomes: safety, well-being, health, education &amp; life chances. Merton's CYP Well-being Model sets out Merton's approach to supporting families which seeks to ensure that children and young people are able to live in their own homes, with their families, and that the model. This is the most efficient use of resources &amp; CSC undertakes a range of family support activity to prevent children entering either child protection or care systems at every stage of childhood. This necessitates a strong commitment to robust assessment &amp; thresholds, which require a quality assurance function to ensure on-going success of the model. Merton has lower numbers of children subject to child protection plans in the care system than the majority of London Boroughs, as well as lower numbers of first time entrants, and seeks to continue this approach, therefore ensuring that we minimise the use of costly high end interventions with our families &amp; promote family strengths to enable them to care for their own children.</p> <p>Youth Inclusion provides a targeted service to support vulnerable young people &amp; their parents to prevent offending &amp; re-offending. It also supports the transforming families programme, helping targeted families to get back into work, &amp; improve the outcomes for their children by preventing reoffending or going into care. It also leads on participation for CSP.</p>		Population growth - Child Protection Plans					2015/16					2019/20				
		Increase in 0-19 population					15-30					2018/19				
		Increased pressure on more expensive specialist targeted services due to EIP savings & statutory duty.					30-60					2017/18				
		Anticipated non financial resources					208					2016/17				
		Staff (FTE) - reflects transfer of YS to Ed.					210					2015/16				
		Adoption & fostering					More children to be placed for permanency in shorter time					208				
		Performance indicator					Performance Targets (T) & Provisional Performance Targets (P)					208				
		%					2014/15(T)					2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)
		%					2014/15(T)					2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)
		%					2014/15(T)					2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)

DEPARTMENTAL BUDGET AND RESOURCES													
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Expenditure	15,023	16,095	14,544	13,674	13,519	13,351	13,385	92	82	85	85	33	33
Employees	10,243	10,633	9,841	9,263	9,080	8,880	8,981	35	37	35	33	13	13
Premises	103	108	60	61	60	61	63	13	13	13	13	16	16
Transport	201	181	188	165	163	171	173	6	5	4.7	4.7	5	5
Supplies & Services	1,376	1,438	1,034	893	903	920	931	80	80	70	70	66	66
3rd party payments	894	1,323	1,242	1,161	1,173	1,196	1,214	n/a	n/a	n/a	n/a	12	12
Transfer payments	399	510	341	359	359	359	359	n/a	n/a	n/a	n/a	n/a	n/a
Customer & client receipts	1,738	1,841	1,744	1,744	1,744	1,744	1,744	n/a	n/a	n/a	n/a	n/a	n/a
Depreciation	11	11	11	11	11	11	11						
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20						
Income	1,580	1,769	1,408	1,044	1,044	1,044	1,044						
Government grants	1,021	1,062	881	817	817	817	817						
Reimbursements	559	707	526	227	227	227	227						
Customer & client receipts													
Reserves													
Capital Funded													
Council Funded Net Budget	13,444	14,326	13,137	12,630	12,475	12,307	12,341						
Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20						



Staff reductions in Family and Adolescent Services stream: £100,000  
 Serious case reviews: £70,000  
 Service management review across the CSF dept: £23,000

Review of CSF staffing structure beneath management level, £189,000

Review of CSF staffing structure beneath management level, £201,000

Children's Social Care

APPENDIX 6  
Risk

PROJECT DESCRIPTION

MAJOR PROJECT BENEFITS

Likelihood Impact Score

Project 1		Project Title: Project Details:	Likelihood	Impact	Score
Start date	End date				
2013-14	2016-17	Deliver transforming families year 2 & year 3 programme (CYPWB & TOM)  Continues programme of TF programme and claiming of performance based grant funding. Implementation of TF exit strategy & realigning TF team into CSF family intervention for the future. 2015-16 - Claim Transforming Families performance by results funding.	2	3	6
<b>Project 2</b>					
2013-14		<b>MOSAIC (CYPWB &amp; TOM)</b>  Cross-cutting project to provide system for both CSF & C&H casework, including financial aspects, led by Corporate Services. Will encompass capability to deal with new statutory requirements including C&F Bill in relation to CYP with SEND, management information & reporting for inspection purposes. Implementation phase will include extensive work to improve associated processes. Also interim improvements re data quality & reporting in CF. Involves parts of Education Division dealing with casework. System also used by R&L & ART within CSP.	3	3	9
2016-17					
<b>Project 3</b>					
2013-14		<b>Preparation for new inspection regime</b>  To improve data quality, case records & management, filing & retention, & reporting to provide required information for inspection purposes. To improve assessment, case management & associated quality assurance. Primarily CSC project but also involves parts of Education Division & requires substantial input from CSP Division. Includes Joint Targeted Inspection Preparation.	4	3	12
2017-18					
<b>Project 4</b>					
2014-15		<b>Youth Justice</b>  Development of policy framework in response to regulation and likely funding changes.	3	2	6
2016-17					
<b>Project 5</b>					
2014-15		<b>Joint work with Housing (CYPWB &amp; TOM)</b>  To develop joint approaches for older LAC, unaccompanied asylum seekers, families with NRTPF. Relates to commissioning under CSP.	4	2	8
2015-16					
<b>Project 6</b>					
2013-14		<b>CSC &amp; CYPWB/TOM</b>  To deliver the CSC and EHI Tom programme through a range of projects and programmes including: recruitment and retention strategy; restructuring of central teams; implementation of QA framework; Flexible working ; Care proceedings as outlined in the relevant TOM; rationalising access points, raising thresholds; increased targeting and practice.	4	3	12
2019-20					
<b>Project 7</b>					
2015-16		<b>CYPWB Model Workforce Strands</b>  Develop and deliver Signs of Safety, recruitment and retention and practice developments to support TOM delivery.	4	3	12
2019-20					
<b>Project 8</b>					
		Project Title:			0
		Project Details:			0
<b>Project 10</b>					
		Project Title:			0
		Project Details:			0

Commissioning, Strategy and Performance	Planning Assumptions					2017/18	2018/19	2019/20	Main impact if indicator not met
	2014/15(T)	2015/16(T)	2016/17(T)	2017/18(T)	2018/19(T)				
Cllrs Maxt Marin & Martin Whetton, Cabinet Members for Childrens Services & Education									
Enter a brief description of your main activities and objectives below									
The Commissioning, Strategy & Performance Division provides strategic services for the Children, Schools & Families Department (CSF):									
<ul style="list-style-type: none"> <li>policy, planning &amp; performance management;</li> <li>commissioning, procurement &amp; contract management;</li> <li>access to resources for looked after children/pupils with SEN;</li> <li>pupil place planning;</li> <li>school expansion;</li> <li>school expansion, &amp; overall CSF capital programme management;</li> <li>some departmental business support.</li> </ul>									
Main activities include:									
i) leading on strategic & operational planning for CSF;									
ii) leading on local Children's Trust & partnership development;									
iii) production of management information for internal performance management & external reporting inc. statutory returns;									
iv) production of policy documents & procedural guidance for professional staff;									
v) commissioning operational services & leading on joint commissioning with partners;									
vi) managing schools' Private Finance Initiative contract & other service contracts;									
vii) procuring placements for looked after children/pupils with SEN;									
viii) planning sufficient school places;									
ix) co-ordination of pupil admissions to Merton schools;									
x) project managing school expansions & other capital schemes.									
Anticipated demand	2014/15(T)	2015/16(T)	2016/17(T)	2017/18(T)	2018/19(T)	2019/20(T)			
Increased demand for primary school	2fe		1fe						
Increased demand for secondary school									
Increased demand for special school places									
Overall demographic									
Anticipated non financial resources	2014/15(T)	2015/16(T)	2016/17(T)	2017/18(T)	2018/19(T)	2019/20(T)			
Staff (FTE)	54	50	49	49	49	49			
Contractors									
Performance indicator	2014/15(T)	2015/16(T)	2016/17(T)	2017/18(T)	2018/19(T)	2019/20(T)			
% reception year surplus places	2	5	5.5	6	6	8			
% secondary school Yr surplus places Inc. Academies	8	5	5	5	5	5			
% major capital projects green/amber to time	90	90	90	90	90	90			
% spend on approved capital programme	80	80	80	80	80	80			
% fostered LAC in external agency foster care placements	36	46	42	42	42	42			
Numbers of in-house foster carers recruited	20	20	15	15	15	15			
% completion rates for parenting programmes	80	80	70	70	70	70			
% commissioned services quarterly monitoring completed	100	100	100	100	100	100			
% statutory returns to government on time	100	100	100	100	100	100			

DEPARTMENTAL BUDGET AND RESOURCES

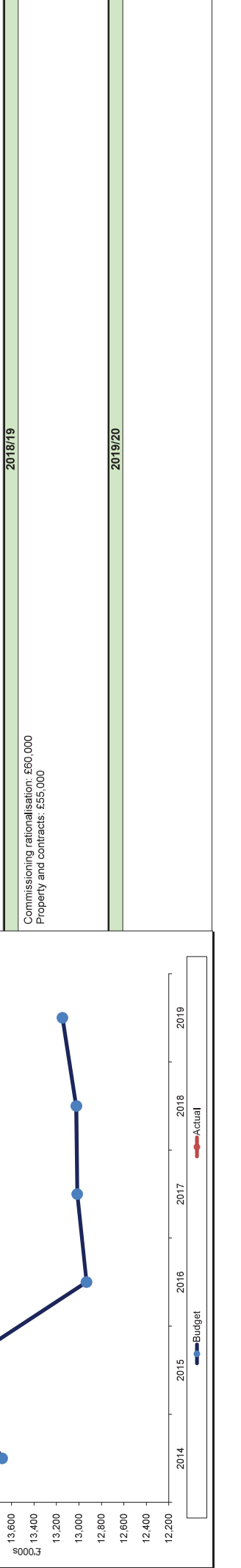
	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Revenue £'000s							
Expenditure	16,440	17,594	14,713	13,565	13,648	13,666	13,779
Employees	2,240	2,048	2,208	2,020	1,905	1,905	1,905
Premises	603	503	418	420	426	432	438
Transport	84	55	36	35	35	36	36
Supplies & Services	6,442	7,511	4,317	3,582	3,648	3,710	3,724
3rd party payments	6,495	6,877	7,262	6,992	7,045	7,097	7,150
Transfer payments	0	0	0	0	0	0	0
Support services	576	601	472	477	477	477	477
Depreciation	0	0	0	0	0	0	0
Revenue £'000s							
Income	2,756	3,742	585	633	633	633	633
Government Grants	284	309	77	68	68	68	68
Reimbursements	394	426	283	283	283	283	283
Customer & Client receipts	2,078	3,007	225	282	282	282	282
Reserves	0	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0
Council Funded Net Budget	13,684	13,853	14,127	12,932	13,015	13,023	13,146
Capital Budget £'000s							
Primary Schools Expansions			10,777	2,852			
Secondary School Expansions			430	8,487	13,549	9,690	3,200
SEN Expansions			391	1,870	5,984	850	850
Initiation			767				
Devolved Formula Capital/FSM			577				
Schools Capital Maintenance			879	650	650	650	650
Other			407	104	104	105	105
	0	23,495	15,412	13,943	20,297	11,190	4,805

	2016/17	2017/18	2018/19	2019/20
2016/17 Income				
Government grants				
Reimbursements				
Customer & client receipts				
Reserves				
Capital Funded				
2016/17 Expenditure				
Employees				
Premises				
Transport				
Supplies & Services				
3rd party payments				
Transfer payments				
Support services				
Depreciation				
2017/18				
2018/19				
2019/20				

Reduce expenditure on LAC and SEN placements: £50,000  
 Reduce expenditure on post-16 LAC/Care Leavers placements: £50,000  
 Reduce early intervention commissioning budgets: £340,000  
 Commissioning part of youth saving: £279,730  
 Increased income from schools and/or reduced LA service offer to schools: £56,630

Data review & centralisation: £40,000

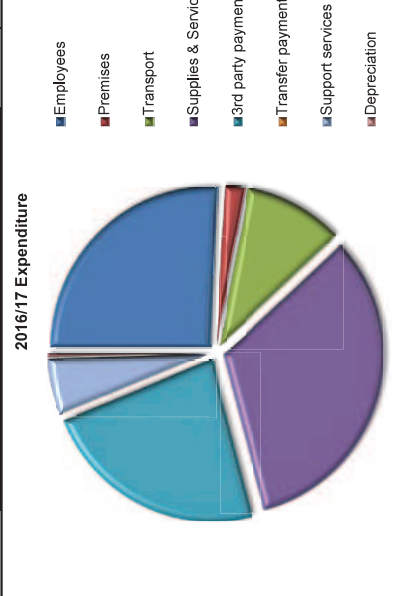
Commissioning rationalisation: £60,000  
 Property and contracts: £55,000



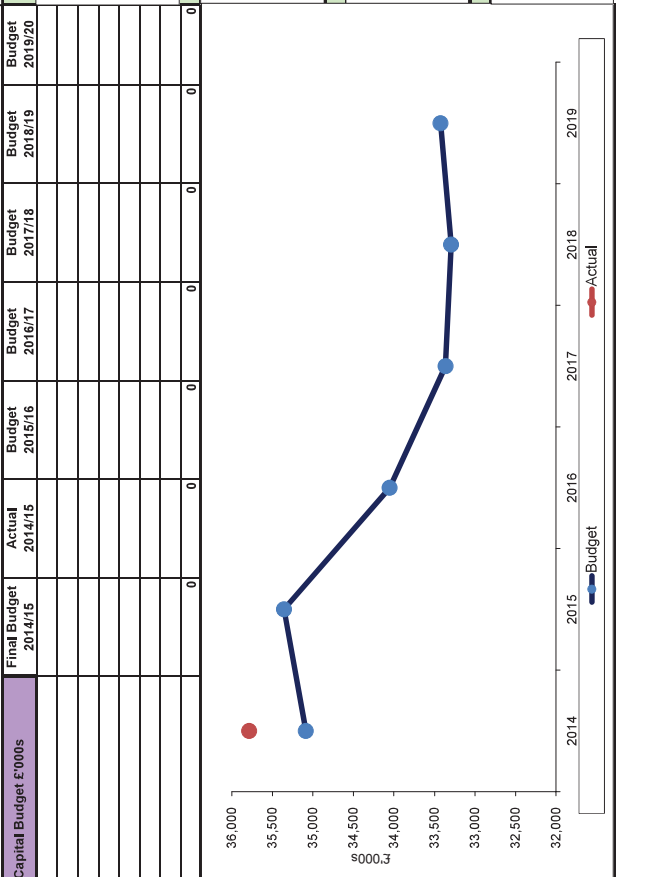
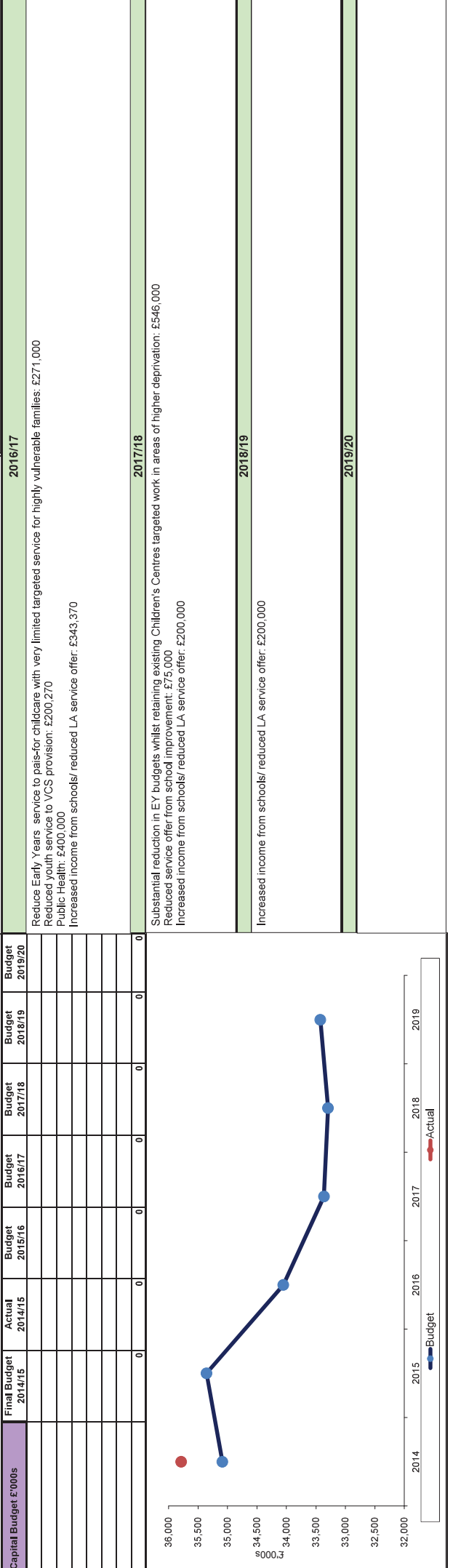
PROJECT DESCRIPTION		MAJOR PROJECT BENEFITS		Likelihood	Risk Impact	Score
<b>Project 1</b>	<b>Commissioning (Departmental TOM)</b>					
Start date	2015-16	Further development of joint commissioning with Public Health and Merton CCG. Ensure effective mobilisation of new community health contract from April 2016. Drive implementation of new CAMHs strategy. Progress work with PH and CCG to explore and implement more integrated models for the future commissioning of services for CYP & families.	Improved effectiveness	3	2	6
End date	2017-18					
<b>Project 2</b>	<b>Children's Home Procurement (Departmental TOM)</b>					
Start date	2015-16	Secure mandate from MIB and Procurement Board to tender for provision of a small children's home in Merton for adolescent LAC. Progress procurement during 2016-17.	Improved effectiveness	3	2	6
End date	2016-17					
<b>Project 3</b>	<b>Implementation of Secondary School Places Strategy (Education TOM)</b>					
Start date	2014-15	Continue liaison with Education Funding Agency and Harris Federation to deliver a new secondary (Free) school in the Wimbledon area. Implement expansion of 2/3 secondary schools in east of the borough to achieve overall additional places needed. Undertake statutory processes and procure/plan/deliver construction contracts.	Infrastructure renewal	4	2	8
End date	2018-19					
<b>Project 4</b>	<b>Implementation of Special School (SEN) Places Strategy (Education TOM)</b>					
Start date	2015-16	Develop overall strategy for provision of sufficient and suitable SEN places in Merton; undertake capital bidding and procure/plan/deliver construction contracts.	Infrastructure renewal	3	2	6
End date	2018-19					
<b>Project 5</b>	<b>Release of Assets (Departmental TOM)</b>					
Start date	2015-16	Implementation of flexible working for CSP services in the Civic Centre; review of asset release possibilities inc CSF current delivery sites and school caretakers' houses.	Improved efficiency (savings)	3	1	3
End date	2016-17					
<b>Project 6</b>	<b>Departmental Restructure (Departmental TOM)</b>					
Start date	2015-16	Undertake preparatory work for the major departmental restructure planned for 2017-18 in respect of CSP Division services.	Improved efficiency (savings)	2	2	4
End date	2017-18					
<b>Project 7</b>	<b>Framework/iMOSAIC (Departmental TOM)</b>					
Start date	2015-16	Continue to support implementation of new system across CSF. Ensure capability to deliver statutory returns post implementation and support further development of internal performance reporting from new system.	Improved effectiveness	2	2	4
End date	2016-17					
<b>Project 8</b>	<b>Personal Budgets (Education TOM/C+F Act)</b>					
Start date	2014-15	Progress further rollout of Personal Budgets for families of children subject to education, health and care plans (ex SEN Statements). Work with SENDIS service to maintain focus of encouraging PBs for SEN travel assistance and support implementation of next phase of PBs for Short Breaks services.	Improved customer experience	3	2	6
End date	2016-17					

Education	Planning Assumptions					2019/20
	2014/15	2016/17	2017/18	2018/19	2019/20	
<p>clrs Max Martin &amp; Martin Whilton, Cabinet Members for Children's Services &amp; Education</p> <p><b>Enter a brief description of your main activities and objectives below</b></p> <ul style="list-style-type: none"> <li>Merton School Improvement (MSI) will improve outcomes for all pupils in Merton Schools by:                     <ul style="list-style-type: none"> <li>developing, analysing &amp; evaluating pupil &amp; school performance;</li> <li>working with schools on planning, teaching, assessment, leadership &amp; management</li> <li>strengthening partnership working and school to school support</li> </ul> </li> <li>Special Education Needs &amp; Disabilities Integrated Service (SENDIS) will improve outcomes for CYP with SEND by:                     <ul style="list-style-type: none"> <li>building early help capacity in schools &amp; settings, families &amp; the community</li> <li>focus on safeguarding, early intervention &amp; prevention as well as direct support for families</li> <li>implementing the requirements of the Children and Families Act ensuring that families are central and receive a joined up service</li> </ul> </li> <li>Early Years Services will improve outcomes for all children aged 0-5 by:                     <ul style="list-style-type: none"> <li>engaging with parents to ensure they get good quality funded early education provision for their children aged 2, 3 and 4 in partnership with the council</li> <li>gathering Children's Centres services through a locally model with a focus on early help &amp; targeted services for vulnerable families</li> <li>using the CASA to inform robust planning and case work for identified families</li> <li>working with the early years sector to improve quality, reduce inequality and improve outcomes for vulnerable children and their families</li> <li>developing the work force to work holistically with vulnerable families and young children</li> </ul> </li> <li>Youth inclusion will improve outcomes for young people by:                     <ul style="list-style-type: none"> <li>providing support to prevent homelessness for YP &amp; schools</li> <li>providing support to prevent building substance misuse &amp; teenage pregnancy; to improve attendance &amp; to encourage emotional &amp; social development</li> <li>developing alternative education offerings to enable YP to stay in education, training &amp; employment</li> <li>leading on the council's partnership with the police &amp; CAVHS for education</li> <li>improving attendance and reduce PA in Merton schools</li> </ul> </li> </ul>	Anticipated demand	2400	2400	2400	2400	2400
Forecast increase in population 5-19						
Increase in compulsory education to 18						
Forecast increase in targeted SEND services						
Forecast increase in population 0 - 4						
Anticipated non-financial resources						
Staff (FTE)	253	243	224	224	224	224
School to school support						
Voluntary Services						
Voluntary Services						
Performance indicator						
% 5 or more GCSE graded A*-C including English & maths	64	61	61	61	61	61
% outcome of Ofsted school inspections good or outstanding	85	86	86	86	86	86
% Level 4 and above in reading, writing and maths	82	79	79	80	80	80
% secondary school attendance (LA only)	94.5	94	94	94	94	94
% primary school attendance (LA only)	95	95	95	95	95	95
% of new EHCP requests completed within 20 weeks	85	85	85	85	85	85
% achieving a good level of development in the Early Years	65	60	60	60	60	60
% Good or Outstanding children's centres per Ofsted	100	100	100	100	100	100

Performance Targets (T) & Provisional Performance Targets (P)	2014/15(T)	2015/16(T)	2016/17(T)	2017/18(T)	2018/19(T)	2019/20(T)
Facilitate and encourage schools to support each other						
Review arrangements for some commissioned services						
Volunteers in schools, youth and early years						



Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Expenditure	41,514	43,290	44,692	41,611	41,071	41,176	41,307
Employees	10,815	10,698	10,955	10,115	10,115	10,115	10,117
Premises	851	804	906	856	867	879	880
Transport	3,091	4,226	3,150	4,226	4,273	4,319	4,319
Supplies & Services	14,602	13,544	15,370	13,768	13,547	13,772	13,797
3rd party payments	9,743	11,536	11,761	9,526	9,571	9,593	9,640
Transfer payments	19	7	19	19	19	19	19
Support services	2,175	2,257	2,358	2,353	2,353	2,353	2,353
Depreciation	218	218	172	172	172	172	172
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Income	6,427	7,503	9,335	7,587	7,707	7,882	7,882
Government grants	951	991	2,740	2,740	2,740	2,740	2,740
Reimbursements	3,160	3,864	3,286	2,289	2,289	2,289	2,289
Customer & client receipts	2,316	2,643	2,286	2,518	2,666	2,843	2,843
Interest							
Reserves							
Capital Funded							
<b>Council Funded Net Budget</b>	<b>35,086</b>	<b>35,787</b>	<b>35,356</b>	<b>34,054</b>	<b>33,364</b>	<b>33,294</b>	<b>33,425</b>



PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS		Likelihood	Risk Impact	Score
<b>Education</b>						
<b>Project 1</b>	<b>Project Title:</b> Improving pupil outcomes at KS2 & KS4 (Edn TOM)	Rigorous support and challenge for schools in RI or vulnerable to RI including maintenance of Securing Good Schools Programme. Training and briefings on Ofsted, assessment, curriculum and improving teaching. New outstanding teacher courses for primary and secondary teachers.		2	3	6
Start date	2013-14					
End date	2017-18					
<b>Project 2</b>	<b>Project Title:</b> School Improvement through partnership (Edn TOM)	Ongoing support for the development of the Merton Education Partnership and brokerage of school to school support through Merton Leaders of Education, primary expert teachers and liaison with Teaching Schools. Partnership with schools on redefining LA functions as part of Education TOM.		3	2	6
Start date	2013-14					
End date	2019-20					
<b>Project 3</b>	<b>Project Title:</b> Transforming Early Years (EY's TOM)	Securing supply of good quality sufficient number of funded education places for 2, 3 and 4 year olds.; On-going development of the Locality Model to reorganise Children's Centre provision to maximise outcomes within available funding. Service realignment and standardisation across back office functions. Develop further alternative / shared / mixed use for the centres to include an accommodation review, and ICT infrastructure review. To increase income and develop a charging framework across the service, includes customer contact and self serve options for fee paying customers.		3	2	6
Start date	2013-14					
End date	2019-20					
<b>Project 4</b>	<b>Project Title:</b> Implementation of requirements of Children & Families Act (Edn TOM & CYPWB)	Implementation of legislative requirements including assessment framework, Ed, Health & Care Plan, development of the local offer, preparation for adulthood pathways, secure web portal, personal budgets for those families that want them. Related to SCIS Programme. Addressing new statutory duty for age 19-25. Develop plan and manage process within available funding streams.		4	3	12
Start date	2013-14					
End date	2019-20					
<b>Project 5</b>	<b>Project Title:</b> Development of AIED & linked provision	Development of Melbury College and commissioning of AIED provision, including addressing new statutory duty for age 19-25. Develop plan and manage process within available funding streams.		3	2	6
Start date	2013-14					
End date	2016-17					
<b>Project 6</b>	<b>Project Title:</b> Youth transformation phases 3 & 4 (Edn TOM)	Implementation of new funding models for PB & PH.		4	3	12
Start date	2013-14					
End date	2017-18					
<b>Project 7</b>	<b>Project Title:</b> Education TOM/CYPWB Model	Develop and deliver the Education TOM & CYPWB Model across CSF Services, including implementation of MOSAIC phases 1 & 2		4	3	12
Start date	2015 -2016					
End date	2019 -2020					





# Community & Housing

Adult Social Care is a statutory service, underpinned by several pieces of legislation, whereby the council has a duty to provide or commission support, based on an assessment of need for people over the age of 18. People who are in need at risk due to disability or illness. Once a need has been defined, there is a duty to meet it.

There are eligibility criteria to define need and to keep this in line with resources as far as possible.

Our approach to redesign the service and find savings is based on a model for using resources. This means maintaining some focussed investment in prevention and recovery in order to limit spend on long term support. Where long term support is needed, we do this in a person centred way which encourages maximum independence, minimises processes if they don't add value for customers or taxpayers, to work in partnership to achieve these goals, and to enable and encourage everyone to contribute to their own or others' support alongside what is funded by the taxpayer.

Looking ahead there are two key national policy changes and challenges to incorporate in our redesign, namely the Care Act and integration with health services.

DEPARTMENTAL BUDGET AND RESOURCES											
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17
Expenditure	77,043	81,211	78,340	73,851	72,784	71,045	71,725				
Employees	14,766	15,594	14,375	12,469	11,136	11,136	11,136				
Premises	562	922	376	376	376	376	376				
Transport	1,168	1,705	1,188	1,448	1,462	1,492	1,492				
Supplies & Services	3,262	2,020	4,458	3,054	3,863	3,592	3,475				
3rd party payments	40,885	44,524	41,400	38,514	38,164	38,762	38,347				
Transfer Payments	9,354	9,353	9,551	10,001	10,451	10,901	10,901				
Support services	7,187	6,988	6,932	6,932	6,932	6,932	6,932				
Depreciation		79	59	59	59	59	59				
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20				
Income	20,080	21,659	22,644	23,012	23,012	23,012	23,012				
Government grants	194	348	965	965	965	965	965				
Reimbursements	6,496	7,570	8,092	8,475	8,475	8,475	8,475				
Customer & client receipts	10,125	10,671	10,342	10,327	10,327	10,327	10,327				
Recharges	3,265	3,070	3,245	3,245	3,245	3,245	3,245				
Reserves											
Capital Funded											
Council Funded Net Budget	56,963	59,562	55,696	50,839	49,772	48,033	48,713				
Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20				
IT Schemes		7	90	43							
The Gables Mitham		1	576								
JMC Extension		176									

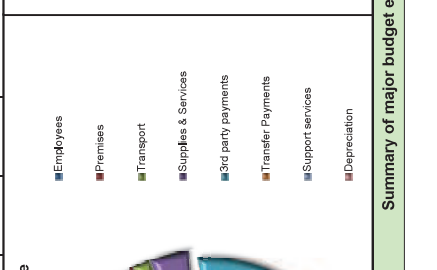
Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
No. of people requiring services	6729	6929	6920			
People aged 85-99	2400	2500	2500			
People aged 95+	1800	1800	1900			
No. of people aged 65+ with dementia	1957	2022	2047			
Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Staff (FTE)	420.19	383.53	326.67	323.67		
Staff (FIC)	0	1	0	0		

Performance indicator	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)
No of carers receiving a service	878	930	996	1075	1140	
% Older people still at home following Reablement	85.7	85.8	85.9	86	86.1	
% People receiving 'long term' Community Services	70	71	72	73	74	
% People with 'long term' services receiving Self-Directed	95	95	95	95	95	
The rate of Delayed Transfers of care from hospital (both NHS and Merton)	5	5	5	5	5	

**APPENDIX 6** on state strategies your service contributes to

2019/20	2018/19	2017/18	2016/17	2015/16	2014/15
Voluntary Sector Strategy					
Community Plan					
Social Inclusion Strategy					
Children & Young persons' Plan					
Corp Procurement Strategy					
Customer Services Strategy					
Homelessness Strategy					
Older People's Housing					
Workforce Development Plan					

Performance Targets (T) & Provisional Performance Targets (P)	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
High	930	996	1075	1140		
High	85.9	86	86.1			
High	70	71	72	73	74	
High	95	95	95	95	95	
Low	5	5	5	5	5	

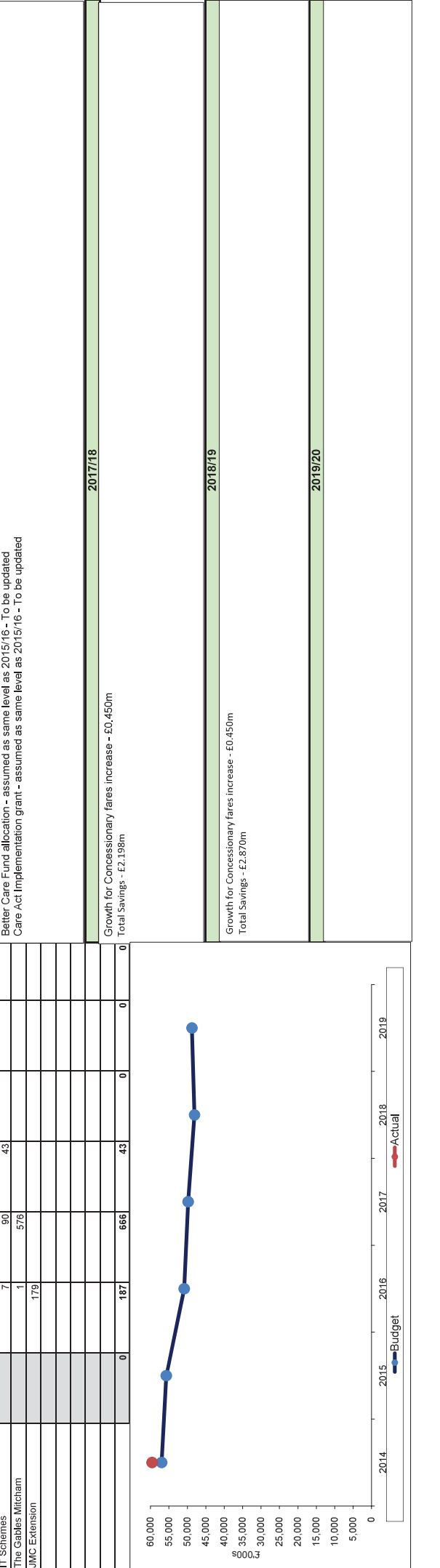


**Summary of major budget etc. changes ~ 2016/17**

Growth for Concessionary fares increase - £0,450m  
 Total Savings - £5,060m  
 Better Care Fund allocation - assumed as same level as 2015/16 - To be updated  
 Care Act Implementation grant - assumed as same level as 2015/16 - To be updated

Growth for Concessionary fares increase - £0,450m  
 Total Savings - £2,198m

Growth for Concessionary fares increase - £0,450m  
 Total Savings - £2,870m



Adult Social Care

APPENDIX 6

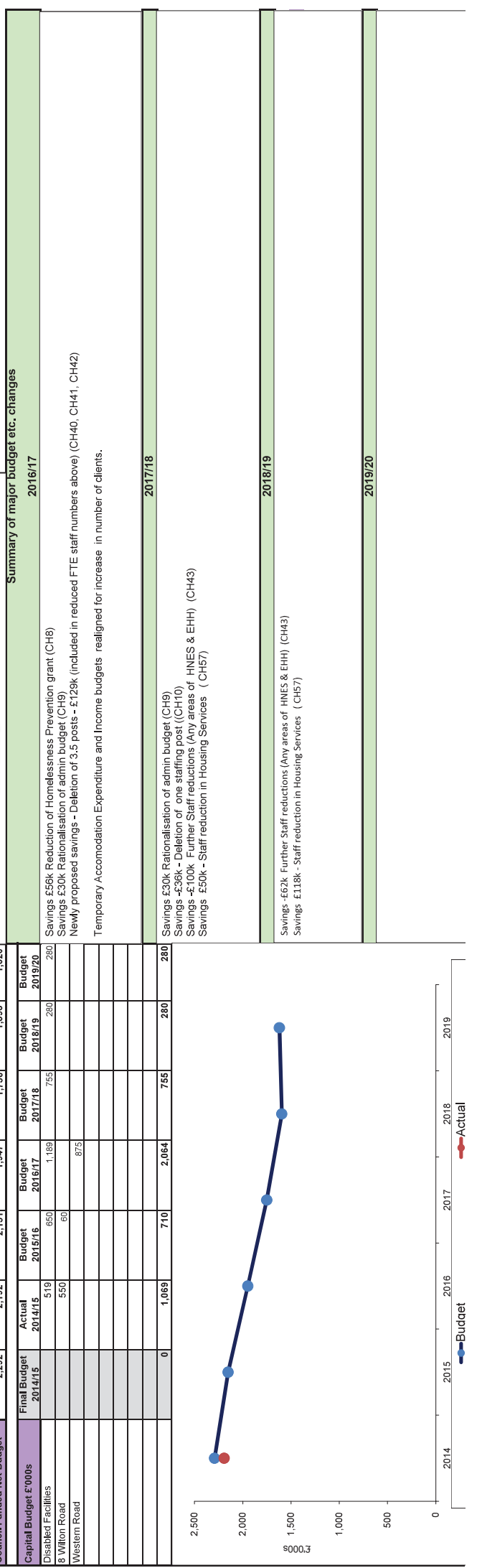
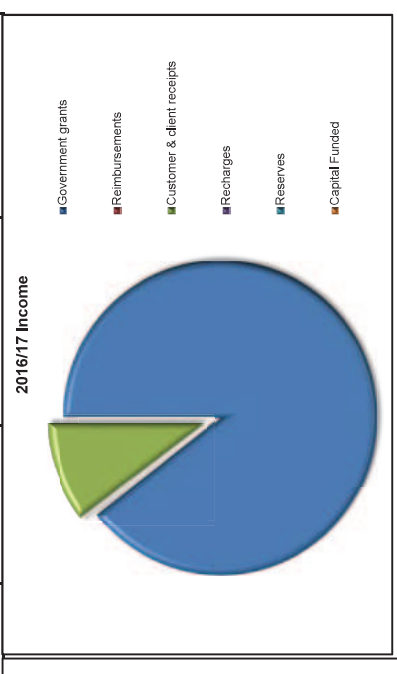
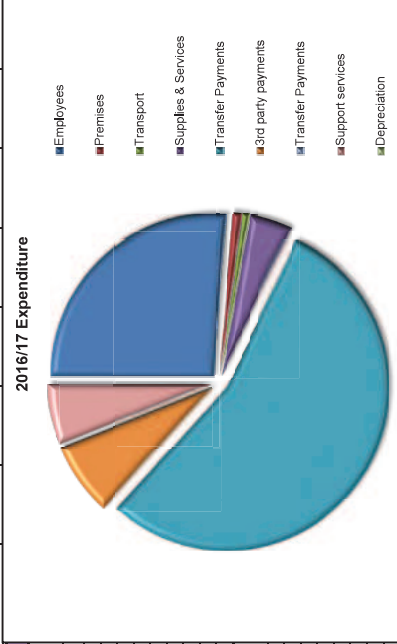
PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS		Likelihood	Risk Impact	Score
<b>Project 1</b>	<b>Project Title:</b> Below inflation uplift to third party suppliers	<b>MAJOR PROJECTS BENEFITS</b> Select one major benefit				
Start date	2015-16	Continue the below inflation uplift. This will be a total of 8 years at 0% or below inflation uplift (2015-16 & 2016-17 Ref: CH1).		4	2	8
End date	2016-17					
<b>Project 2</b>	<b>Project Title:</b> Brokerage efficiencies	<b>MAJOR PROJECTS BENEFITS</b> Select one major benefit				
Start date	2015-16	Care and support packages will be negotiated and brokered to deliver the best value solution based on assessed need (2015-16 to 2017-18 Ref: CH3).		4	2	8
End date	2017-18					
<b>Project 3</b>	<b>Project Title:</b> Procurement efficiencies	<b>MAJOR PROJECTS BENEFITS</b> Select one major benefit				
Start date	2015-16	Delivering efficiencies through contract negotiations (2015-16 - 2017-18 Ref: CH10).		4	2	8
End date	2017-18					
<b>Project 4</b>	<b>Project Title:</b> Remodelling and re-procuring the domiciliary care service	<b>MAJOR PROJECTS BENEFITS</b> Select one major benefit				
Start date	2015-16	Remodelling and re-procuring the domiciliary care service, following the end of the 3 year contract starting in 2012 (2015-16 to 2017-18 Ref: CH2)		3	2	6
End date	2017-18					
<b>Project 5</b>	<b>Project Title:</b> Supporting People	<b>MAJOR PROJECTS BENEFITS</b> Select one major benefit				
Start date	2015-16	Review and restructuring of Supporting People contracts. (2015-16 Ref: CH11)		4	2	8
End date	2015-16					
<b>Project 6</b>	<b>Project Title:</b> Staffing Reductions (Commissioning)	<b>MAJOR PROJECTS BENEFITS</b> Select one major benefit				
Start date	2015-16	Staffing reductions within the Commissioning Team (2015-16 Ref:?)		4	3	12
End date	2015-16					
<b>Project 7</b>	<b>Project Title:</b> Promoting Independence	<b>MAJOR PROJECTS BENEFITS</b> Select one major benefit				
Start date	2015-16	Public Value Review - Efficiencies to be found in hospital discharge process and customers to be enabled to regain and maintain independence (2015-16 to 2016-17 Ref: CH2).		4	2	8
End date	2016-17					
<b>Project 8</b>	<b>Project Title:</b> Staffing Reductions (Direct Provision)	<b>MAJOR PROJECTS BENEFITS</b> Select one major benefit				
Start date	2015-16	Staffing reductions within the Direct Provision Team (2015-16 Ref: CH7).		4	2	8
End date	2015-16					
<b>Project 9</b>	<b>Project Title:</b> Voluntary Sector Organisations	<b>MAJOR PROJECTS BENEFITS</b> Select one major benefit				
Start date	2016-17	Realise benefits of new prevention programme in terms of reduced demand for statutory services, or alternatively if these benefits have not occurred then to reduce investment in the prevention programme through reduced grants to the voluntary sector (2016-17 Ref: CH5).		4	3	12
End date	2016-17					
<b>Project 10</b>	<b>Project Title:</b> Staffing Reductions (Access and Assessment)	<b>MAJOR PROJECTS BENEFITS</b> Select one major benefit				
Start date	2016-17	Reduction in management and staffing costs within Access and Assessment (2016-17 Ref:CH4).		4	3	12
End date	2016-17					

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS		Likelihood	Risk Impact	Score
<b>Additional Staff Savings - Access &amp; Assessment</b>		Select one major benefit				
Project Title:	Additional staff savings - 12 FTE to be deleted from Access and Assessment (2016-17 Ref: CH20).	Additional Staff Savings - Direct Provision		4	2	8
Project Details:		Select one major benefit				
Project Title:	Additional staff savings - 11 FTE to be deleted from Direct Provision (2016-17 Ref:CH21).	Additional Staff Savings - Commissioning		4	2	8
Project Details:		Select one major benefit				
Project Title:	Additional staff savings - 4 FTE to be deleted from Commissioning (2016-17 Ref: CH22).	Additional Staff Savings - Commissioning		4	2	8
Project Details:		Select one major benefit				
Project Title:	Reduction in salaries costs (2016-17 Ref: CH23).	Directorate		3	2	6
Project Details:		Select one major benefit				
Project Title:	Learning Disabilities - High Cost/ Medium Cost/Direct Payment Packages	Learning Disabilities - High Cost/ Medium Cost/Direct Payment Packages		4	2	8
Project Details:	Review of high cost (>£1.5k) and medium cost (£400 - £1.5k) packages using the progression model (2016-17 Ref: CH24/CH25/CH26).	Select one major benefit				
Project Title:	Mental Health - Care Packages	Mental Health - Care Packages		5	2	10
Project Details:	Review of support packages within all areas of Mental Health services using the recovery model (2016-17 Ref: CH27).	Select one major benefit				
Project Title:	Older People - Home Care/Direct Payments	Older People - Home Care/Direct Payments		4	2	8
Project Details:	Review of Home Care within support packages and review of Direct Payment support packages using the enablement model (2016-17 Ref: CH28/CH30).	Select one major benefit				
Project Title:	Older People - Managing Crisis	Older People - Managing Crisis		4	2	8
Project Details:	Managing crisis (including hospital discharge) admissions to residential care (2016-17 Ref: CH29).	Select one major benefit				
Project Title:	Physical Disabilities - Direct Payments/Home Care/High Cost Packages	Physical Disabilities - Direct Payments/Home Care/High Cost Packages		4	2	8
Project Details:	Review of all Direct Payments, home care within support packages and high cost packages using the progression model (2016-17 Ref: CH31/ CH32/ CH33).	Select one major benefit				
Project Title:	Substance Misuse Placements	Substance Misuse Placements		3	1	3
Project Details:	Actively manage throughput in residential rehab placements (2016-17 Ref: CH34).	Select one major benefit				

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS		Likelihood	Risk Impact	Score
Project Title: Review of customer care packages.		Select one major benefit				
Start date	2015-16	Continue to review customers and make savings.		4	3	12
End date	2015-16					
Project Title: First Contact Service - Voluntary Sector		Select one major benefit				
Start date	2015-16	Voluntary sector interface with public as first point of contact for potential social care customers.		3	4	12
End date	2015-16					
Project Title: Supporting People Contract		Select one major benefit				
Start date	2015-16	Reduce capacity within the supporting people contract.		3	3	9
End date	2015-16					
Project Title: Day Care Services		Select one major benefit				
Start date	2015-16	Change the day service offer around Merton day care services.		4	3	12
End date	2015-16					
Project Title:		Select one major benefit				
Start date				0	0	0
End date						
Project Title:		Select one major benefit				
Start date				0	0	0
End date						
Project Title:		Select one major benefit				
Start date				0	0	0
End date						
Project Title:		Select one major benefit				
Start date				0	0	0
End date						
Project Title:		Select one major benefit				
Start date				0	0	0
End date						
Project Title:		Select one major benefit				
Start date				0	0	0
End date						

Housing Needs and Enabling Services	Planning Assumptions							Indicator type	Reporting cycle	Polarity	Main impact if indicator not met
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20					
	Anticipated demand	Anticipated demand	Anticipated demand	Anticipated demand	Anticipated demand	Anticipated demand					
<b>CH1- Nick Draper Cabinet Member for Community &amp; Culture</b>											
Enter a brief description of your main activities and objectives below											
To fulfil statutory housing functions to prevent homelessness and avoid the use of temporary accommodation.	Housing advice, options, private tenants & landlords advice	8200	8150	8100	8500	8950	11000	Business critical	Monthly	High	Increased costs
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.	Housing register applicants	1000	1000	1000	1000	1000	1000	Business critical	Monthly	Low	Increased costs
	Housing options casework	330	380	420	475	475	475	Business critical	Monthly	Low	Increased costs
	Demand for temporary accommodation	26.5	24.5	21.79	17.79	15.79	18	Business critical	Annual	High	Increased waiting times
	Anticipated non financial resources	7.03	6.03	5.03	5.03	4.03	4.03	Business critical	Quarterly	High	Increased waiting times
	Housing Needs Staff (FTE)	35.53	30.53	26.82	22.82	19.82	18	Business critical	Quarterly	High	Reduced enforcement
	Environmental Health (Housing)							Business critical	Quarterly	High	Customer hardship
<b>The purpose of this service is to</b>											
- Prevent homelessness in accordance with statutory housing law	No. of homelessness preventions	550	450	450	450	450	450	High	Monthly	High	Increased costs
- Provide homes to people in housing need	No. of households in temporary accommodation	125	130	225	250	250	250	Low	Monthly	Low	Increased costs
- Plan for the future delivery of housing via general conformity with the London Housing Strategy	Highest no. of families in S&B	10	10	10	10	10	10	Low	Monthly	Low	Increased costs
- Formulate and deliver statutory housing strategies for the borough	Highest no. of adults in B&B	70	35	30	80	60	30	High	Annual	High	Reputational risk
- Maintain the housing register and choice based lettings process and nominate households to vacant housing association homes	Affordable homes delivered	410	415	375	420	380	370	High	Quarterly	High	Increased waiting times
- Maximise supply of affordable homes with registered providers and private landlords	Social housing lets	90	90	50	50	50	50	High	Annual	High	Increased waiting times
- Provide care and housing support to vulnerable adults	Rent deposit - new tenancies	60	55	55	55	55	55	High	Quarterly	High	Reduced enforcement
- Relationship management between the council and stock transfer housing associations	No. of enforcement/improvement notices	75	75	60	60	60	60	High	Quarterly	High	Customer hardship
- Carry out a statutory duty to enforce Environmental Health (Housing) legislation	Number of Disabled Facilities Grants approved										
- Provide grant assistance for improvements and adaptations											

Revenue £'000s	DEPARTMENTAL BUDGET AND RESOURCES						
	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Expenditure	3,651	4,196	3,443	4,182	3,985	3,830	3,855
Employees	1,348	1,326	1,222	1,095	909	729	729
Premises	38	36	56	23	40	40	41
Transport	28	28	28	28	28	28	28
Supplies & Services	247	184	203	173	142	211	214
Transfer Payments	1,375	2,011	1,398	2,290	2,311	2,322	2,343
3rd party payments	338	327	304	304	304	248	248
Transfer Payments	0	0	0	0	0	0	0
Support services	277	282	251	251	251	251	251
Depreciation	0	0	0	0	0	0	0
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Income	1,359	2,004	1,292	2,235	2,235	2,235	2,235
Government Grants	1,140	1,680	1,140	2,000	2,000	2,000	2,000
Reimbursements	5	5	5	5	5	5	5
Customer & client receipts	214	273	147	230	230	230	230
Recharges							
Reserves							
Capital Funded	2,292	2,192	2,151	1,947	1,750	1,598	1,520
Council Funded Net Budget							

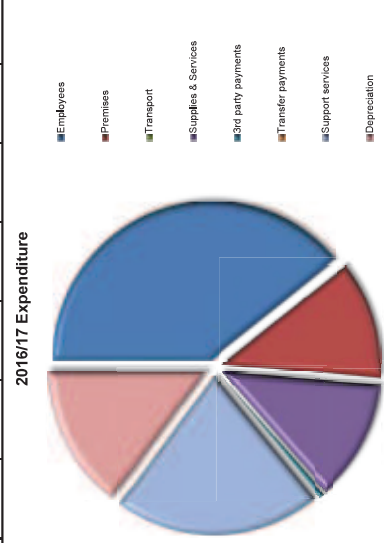


PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS		Likelihood	Risk Impact	Score
<b>Project 1</b>	<b>Project Title:</b> Deliver on-line self-assessment tools	<b>MAJOR PROJECTS BENEFITS</b> Improved effectiveness				
Start date	2016-17	Implement on-line Housing Register pre-application assessment tool.		3	1	3
End date	2017-18					
<b>Project 2</b>	<b>Project Title:</b> Homeless Placement Policy	Risk reduction and compliance				
Start date	2016-17	Implement and monitor the Homeless Placement policy		2	2	4
End date	2017-18					
<b>Project 3</b>	<b>Project Title:</b> CHMP Regeneration	Improved reputation				
Start date	2014-15	Input to CHMP regeneration with Future Merton.		1	2	2
End date	2018-19					
<b>Project 4</b>	<b>Project Title:</b> Housing Service Review	Economic outcomes				
Start date	2015-16	Consider any actions arising from the review on whether or not to keep the Housing Needs and Enabling Service in house or outsource, whilst also considering the place of Environmental Health (Housing).		3	1	3
End date	2016-17					
<b>Project 5</b>	<b>Project Title:</b> Shared Lives Development	Improved effectiveness				
Start date	2015-16	Explore ways to potentially develop the Shared Lives range of services, considering the business case for any service developments and liaise with the appropriate referring agencies to provide any additional funding where necessary		3	1	3
End date	2017-18					
<b>Project 6</b>	<b>Project Title:</b> Technology Review	Improved effectiveness				
Start date	2016-17	Review whether to retain Capita Housing and Home Connections in light of any procurement rules and operating environment. Work with IT / E&R on re-procurement / replacement of MGPP.		2	1	2
End date	2017-18					
<b>Project 7</b>	<b>Project Title:</b> Selective Licencing	Improved effectiveness				
Start date	2015-16	Produce a business case to consider selective licencing and/or additional licencing in parts of the borough and progress any actions arising where necessary.		2	1	2
End date	2016-17					
<b>Project 8</b>	<b>Project Title:</b> EDRMS Workflow	Improved effectiveness				
Start date	2015-16	Work with Corporate to implement EDRMS in Housing and then update workflow processes accordingly		2	2	4
End date	2016-17					
<b>Project 9</b>	<b>Project Title:</b> Service re-structure	Improved efficiency (savings)				
Start date	2016-17	Develop plans in 2016/17 to re-structure the service in 2017/18 in light of the need to continue to provide a service with a reduced workforce.		2	3	6
End date	2017-18					
<b>Project 10</b>	<b>Project Title:</b> Select one major benefit	Select one major benefit				
Start date						0
End date						

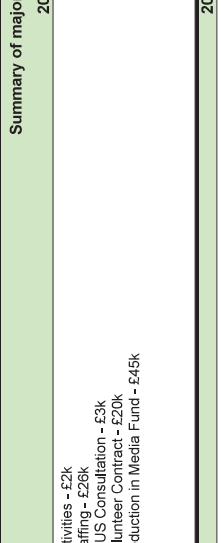


	Planning Assumptions							Indicator type	Reporting cycle	Polarity	Main impact if indicator not met
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2019/20(P)				
<b>Anticipated demand</b>											
Active users	54,500	55,000	55,000	56,000	56,000	56,000	56,000	56,000	Community Plan		
Stock issues	1,000,000	1,000,000	950,000	950,000	900,000	900,000	900,000	900,000	Corp Equality Scheme		
Registered members	130,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	Customer Services Strategy		
Visitor figures	1,150,000	1,200,000	1,200,000	1,210,000	1,210,000	1,210,000	1,210,000	1,210,000	Voluntary Sector Strategy		
<b>Anticipated non financial resources</b>											
Staff (FTE)	47	45.71	46.16	40.56	39.56	39.56	39.56	39.56	Performance Management Framework ICT Policy		
Accommodation (Libraries)	144	144	144	144	144	144	144	144	Performance Management Framework Workforce Development Plan		
Equipment (PCs)	7	7	7	7	7	7	7	7	Performance Management Framework Asset Management Plan		
<b>Performance indicator</b>											
Number of visitors accessing the library service online	115,000	170,000	200,000	210,000	220,000	230,000	230,000	230,000	Business critical		
Active users - peoples network terminal	54,500	55,000	55,000	56,000	56,000	56,000	56,000	56,000	Business critical		
% self service usage for stock transactions	95	95	96	97	97	97	97	97	Outcome		
Active volunteers in libraries	180	200	210	220	230	230	230	230	Business critical		
Maintain income	£327,000	£316,000	£316,000	£346,000	£346,000	£346,000	£346,000	£346,000	Unit cost		
Partnership numbers	30	30	30	30	30	30	30	30	Quality		
% customer satisfaction (ARS)	78	78	78	78	78	78	78	78	Outcome		

### 2016/17 Expenditure



### 2016/17 Income



### Summary of major budget etc. changes 2016/17

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
<b>Capital Budget £'000s</b>	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Colliers Wood Library Re-Fit			200			
Library Self Service		350				
West Barnes Library Re-Fit				200		
Library Management System				100		
<b>Council Funded Net Budget</b>	3,155	3,089	2,998	2,732	2,798	2,859
<b>Capital Budget £'000s</b>	0	0	350	200	300	0



Savings - Introduce self-serve Libraries at off peak times - £90k  
 Savings - Staffing - £60k  
 Savings Proposal-Shared Management Structure - £130k(CH67)

Savings - Letting of space for coffee shop franchise in libraries - £30k  
 Completion of Shared Library & Heritage Service Management Structure with another borough - £25k (CH68)  
 Full rationalisation of staffing structures and building usage with another borough (phase 2) - £23k (CH69)

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS		Likelihood	Risk Impact	Score
<b>Libraries</b>						
<b>Project 1</b>	<b>E-communications</b>					
Project Title:	Continue to channel shift communication through digital methods: 1. Channel shift more customers towards receiving e-mail and SMS notifications; 2. Develop social networking tools and replace current e-newsletter structure; 3. Continue to develop library website; 4. Support with channel shift as part of the Customer Contact project	Improved customer experience		2	1	2
Start date	2015-16					
End date	2017-18					
<b>Project 2</b>	<b>Heritage Strategy</b>					
Project Title:	Promote the new Heritage Strategy and increase community participation in heritage activities. Continue to draw in external funding and improve income streams.	Improved effectiveness		3	1	3
Start date	2015-16					
End date	2019-20					
<b>Project 3</b>	<b>Stock efficiency program</b>					
Project Title:	Continue to deliver efficiencies in the way that stock is managed. Deliver media fund savings for 2016/17 and consolidate team structure. Maximise usage of e-resources.	Improved efficiency (savings)		3	1	3
Start date	2015-16					
End date	2017-18					
<b>Project 4</b>	<b>Children &amp; Young People's projects</b>					
Project Title:	Complete the rollout of the universal library membership scheme for all school children and students in Merton.	Improved customer experience		3	1	3
Start date	2013-14					
End date	2017-18					
<b>Project 5</b>	<b>Outreach and Community Engagement plan</b>					
Project Title:	Deliver an annual outreach plan to increase usage of libraries including the rollout of Library Connect (pop up library solution). Complete annual user surveys and conduct research and engagement work with under represented groups to shape services accordingly.	Improved customer experience		2	1	2
Start date	2013-14					
End date	2017-18					
<b>Project 6</b>	<b>IT Projects</b>					
Project Title:	Implement new self-service technology and develop payment services online. Rollout new hall booking system in line with corporate systems. Implement self-service libraries at off peak times in branch libraries.	Improved efficiency (savings)		3	2	6
Start date	2013-14					
End date	2017-18					
<b>Project 7</b>	<b>Assisted digital support</b>					
Project Title:	Increase volunteer numbers and skills in supporting customers with more complex IT needs. Support national initiatives such as National Numeracy Challenge and 6 Book Reading Challenge to improve residents skills.	Improved customer experience		2	1	2
Start date	2013-14					
End date	2016-17					
<b>Project 8</b>	<b>Security services contract</b>					
Project Title:	Re-tender of contract and on-going monitoring of performance.	Improved efficiency (savings)		3	2	6
Start date	2015-16					
End date	2018-19					
<b>Project 9</b>	<b>Library redevelopments</b>					
Project Title:	Progress redevelopment plans for West Barnes and Donald Hope libraries. Investigate co-location opportunities with other council services and partners.	Improved customer experience		3	2	6
Start date	2013-14					
End date	2017-18					
<b>Project 10</b>	<b>London Libraries Consortium</b>					
Project Title:	Work with LLC to improve systems and drive through efficiencies. Implement actions in LLC Strategy and procure new solution.	Improved efficiency (savings)		3	2	6
Start date	2015-16					
Projects	2018-19					

Public Health		Planning Assumptions										2019/20	
Anticipated demand		2014/15	2016/17	2017/18	2018/19	2019/20	2019/20	2019/20	2019/20	2019/20	2019/20	2019/20	
Cllr Caroline Cooper-Marbath Cabinet Member for Adult Social Care & Health													
Our vision for the public's health in Merton over the next five years is to stem the increase in the significant inequalities in health outcomes between the East and West of Merton, providing more equal opportunities for all residents of Merton to be healthy.		20,201	20,554	21,243	21,667	21,667							
Our vision for the public health team is to make health everyone's business, working with partners in the Council, Merton Clinical Commissioning Group and the voluntary sector to increase understanding of their contribution to and involvement in prevention and in reducing health inequalities, using evidence of best practice.		438 Drugs/205 alcohol	452 Drugs/253 Alcohol	TBC	TBC	TBC							
Our vision for the public health team is to make health everyone's business, working with partners in the Council, Merton Clinical Commissioning Group and the voluntary sector to increase understanding of their contribution to and involvement in prevention and in reducing health inequalities, using evidence of best practice.		5723	6211	6300	6300	6300							
Public health services comprise		Reception Cohort: 2,526	Reception Cohort: 2,685	Reception Cohort: 2,700	Reception Cohort: 2,700	Reception Cohort: 2,700							
• Mandatory: sexual health, NHS health checks, Healthy Child 0-5 services (from October 2015), National Child Measurement Programme, Support to Clinical Commissioning groups, and assurance of health emergency preparedness		1560	1568	TBC	TBC	TBC							
• Universal: Smoking cessation, drugs and alcohol, obesity		Estimated new births: 3274	Estimated new births: 3370	Estimated new births: 3370	Estimated new births: 3370	Estimated new births: 3370							
• Other		1119	1238	1238	1238	1238							
Performance indicator		2	2	2	2	2							
Chlamydia diagnosis		2200	2300	2300	2300	2300							
Late diagnosis of HIV rate		43.2%	42%	40%	38%	TBC							
Successful completion of drug treatment (TBC)		52%	54.2%	TBC	TBC	TBC							
Signed Memo of Understanding (MOU) with MCGG 2014-15		MOU	MOU	MOU	MOU	MOU							
% NHS health checks uptake of those offered service		56.5%	56.5%	59%	60%	62%							
% excess weight in children age 4-5 years		TBC	TBC	TBC	TBC	TBC							
% excess weight in children age 10 - 11 years		TBC	TBC	TBC	TBC	TBC							
Number of successful 4-week smoking quits		790	564	TBC	TBC	TBC							
NEW: % New birth visits undertaken in under 15 days		TBC	TBC	TBC	TBC	TBC							
% of participation in National Child Measurement Programme		96%	TBC	TBC	TBC	TBC							

DEPARTMENTAL BUDGET AND RESOURCES		2016/17										2017/18		2018/19		2019/20	
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2017/18	Budget 2018/19	Budget 2019/20	
Expenditure	10,092	10,016	10,047	12,407	12,497	12,497	12,497	12,497	12,497	12,497	12,497	12,497	12,497	12,497	12,497	12,497	
Government grants	8,722	8,722	8,722	12,407	12,497	12,497	12,497	12,497	12,497	12,497	12,497	12,497	12,497	12,497	12,497	12,497	
Reimbursements	3,431	3,431	3,431	12,383	12,383	12,383	12,383	12,383	12,383	12,383	12,383	12,383	12,383	12,383	12,383	12,383	
Customer & client receipts	430	415	461	309	309	309	309	309	309	309	309	309	309	309	309	309	
Recharges																	
Reserves			365														
Capital Funded																	
Council Funded Net Budget			365	0	320	0	0	0	0	0	0	0	0	0	0	0	
Capital Budget £'000s																	

Summary of major budget etc. changes		2016/17		2017/18	
Government grants	8,722	8,722	12,407	12,497	12,497
Reimbursements	3,431	3,431	12,383	12,383	12,383
Customer & client receipts	430	415	461	309	309
Recharges					
Reserves		365			
Capital Funded					

Performance Targets (T) & Provisional Performance Targets (P)		2016/17		2017/18		2018/19		2019/20	
Performance indicator	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	2017/18	2018/19	2019/20
Chlamydia diagnosis	2200	2300	2300	2300	2300	2300	High	High	High
Late diagnosis of HIV rate	43.2%	42%	40%	38%	TBC	TBC	Low	Low	Low
Successful completion of drug treatment (TBC)	52%	54.2%	TBC	TBC	TBC	TBC	High	High	High
Signed Memo of Understanding (MOU) with MCGG 2014-15	MOU	MOU	MOU	MOU	MOU	MOU	High	High	High
% NHS health checks uptake of those offered service	56.5%	56.5%	59%	60%	62%	64%	High	High	High
% excess weight in children age 4-5 years	TBC	TBC	TBC	TBC	TBC	TBC	Low	Low	Low
% excess weight in children age 10 - 11 years	TBC	TBC	TBC	TBC	TBC	TBC	Low	Low	Low
Number of successful 4-week smoking quits	790	564	TBC	TBC	TBC	TBC	High	High	High
NEW: % New birth visits undertaken in under 15 days	TBC	TBC	TBC	TBC	TBC	TBC	High	High	High
% of participation in National Child Measurement Programme	96%	TBC	TBC	TBC	TBC	TBC	High	High	High



Dependent on Government grant, to be confirmed  
Council savings targets of £600k (For contribution to C&H)

Dependent on Government grant, to be confirmed  
Recurrent council savings of £1 million (£400k CSF & £600k C&H)

Dependent on Government grant, to be confirmed  
Recurrent council savings of £1 million (£400k CSF & £600k C&H)

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS		Likelihood	Risk Impact	Score
<b>Public Health</b>						
Project 1	Integrated sexual health service	MAJOR PROJECTS BENEFITS				
Start date	2014-15	Select one major benefit		3	3	9
End date	2016-17					
Project 2	Embedding Chlamydia screening programme	Select one major benefit				
Start date	2014-15	Select one major benefit		3	2	6
End date	2015-16					
Project 3	Review of local HIV services	Select one major benefit				
Start date	2014-15	Select one major benefit		3	3	9
End date	2015-16					
Project 4	Integrated Health Improvement service (LiveWell)	Select one major benefit				
Start date	2015-2016	Select one major benefit		2	1	2
End date	2017-2018					
Project 5	Prevention	Select one major benefit				
Start date	2014-15	Select one major benefit		2	1	2
End date	2014-15					
Project 6	Transition of responsibility for Health Visiting Service to Local Authority	Select one major benefit				
Start date		Select one major benefit		0	0	0
End date						
Project 7	National Child Measurement Programme	Select one major benefit				
Start date		Select one major benefit		0	0	0
End date						
Project 8	NHS Health Checks	Select one major benefit				
Start date	2013/14	Select one major benefit		2	2	4
End date						
Project 9	Substance Misuse Prevention and Treatment	Select one major benefit				
Start date	2015/16	Select one major benefit		3	3	9
End date	2017/2018					
Project 10	Support to Merton Clinical Commissioning Group	Select one major benefit				
Start date		Select one major benefit		0	0	0
End date						



# Corporate Services

**Business Improvement**  
**Chf. Mark Allison Cabinet Member for Finance**  
 Enter a brief description of your main activities and objectives below

Operate as a Centre of Excellence for Project and Programme Management (PPM), raising the capacity of the organisation to consistently plan and deliver projects/programmes successfully.

- Support CMTs to embed a culture of continuous business improvement within the organisation through the provision of tools, techniques, advice and support – including but not limited to lean, Six Sigma and other business improvement methodologies
- Manage and deliver adhoc Projects and Programmes of work at the direction of CMT and Merion Improvement Board.
- Through the Programme Management Office (PMO), ensure that the corporate improvement portfolio is directed and monitored through DMTs, IMs and CMT so that resources, dependencies, risks and issues are managed effectively and benefits – aligned to corporate strategy – are realised.
- Ensure change is effectively managed across the organisation and strong change management principles and methodologies are embedded within improvement projects and programmes.
- Work with businesses and I&T to establish – under the direction of CMT – the strategy for IT, an associated implementation plan and manage its delivery.
- Lead and coordinate the Technical Design Authority (TDA), ensuring the organisation takes a coordinated and planned approach to systems implementation that complies with and drives agreed corporate strategy, standards and supportability.
- Proactively advise businesses of opportunities to exploit emerging technologies and to leverage existing systems investments for improved business efficiency and service.
- Provide support to the business for operational and maintenance related tasks for applications including upgrades, housekeeping, periodic scheduled tasks and batch processing, titus sustaining business continuity, availability, performance, and capability of the systems.

Final Budget	Actual	Budget	Budget	Budget	Budget	Budget	Budget	Budget	2019/20
2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2017/18	2018/19	2019/20
Revenue £'000s	3,554	3,498	3,498	3,163	2,494	2,509			
Expenditure	2,368	2,074	2,074	1,724	1,041	1,041			
Employees									
Premises									
Transport	3	3	3	3	4	4			
Supplies & Services	860	791	1,034	1,050	1,053	1,078			
3rd party payments									
Support services	323	476	386	386	386	386			
Depreciation									
Revenue £'000s	2,722	3,433	2,954	2,954	2,954	2,954			
Income									
Government grants	8	2,924	2,954	2,954	2,954	2,954			
Reimbursements	12								
Customer receipts	84	133	84	114	114	114			
Recharge	2,638	3,280	2,840	2,840	2,840	2,840			
Reserves									
Capital Finance									
Council Funded Net Budget	832	215	2,272	544	209	(460)			

Final Budget	Actual	Budget	Budget	Budget	Budget	Budget	Budget	Budget	2019/20
2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2017/18	2018/19	2019/20
Capital Budget £'000s									
Document management system			799						
Plan Web/Capita Housing			42						
Customer contact programme			785						
Data Labelling			124						
Replace Social Care System			228						
Electronic Asset Management			190						
M3 LP and PP related Projects			550						
Revenues & Benefits									
			350						
			2,672						
			550						
			175						
			442						
			190						

**DEPARTMENTAL BUDGET AND RESOURCES**

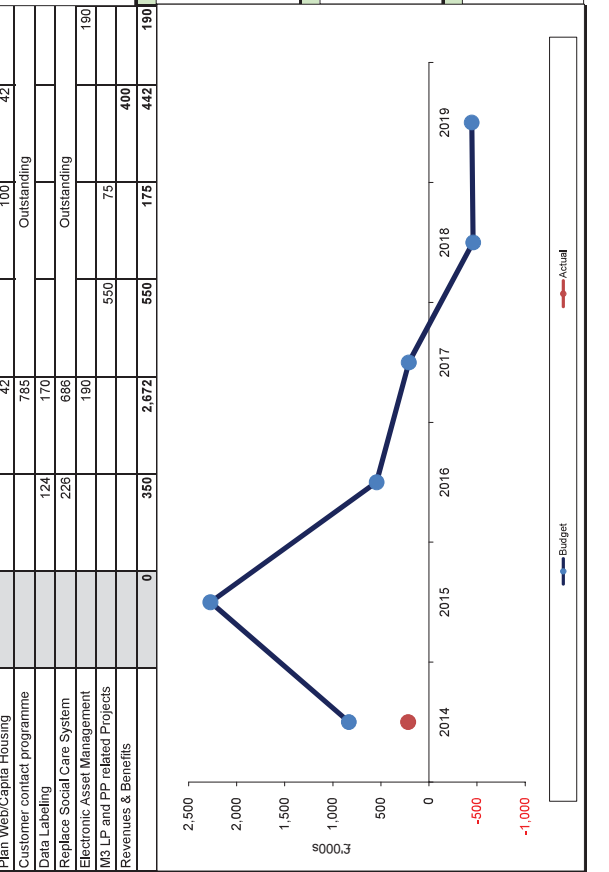
Reorganisation of systems development and support arrangements CS63 £88k.  
 CSD37 PO Restructure 64k  
 CSD38 Reduction in hardware/software costs 5k  
 CSD39 Phase 2 of Business Systems team restructure 50k  
 CSD40 Additional income from Gazetteer 30k  
 CSD41 Consolidation of systems support 20k

Final Budget	Actual	Budget	Budget	Budget	Budget	Budget	Budget	Budget	2019/20
2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2017/18	2018/19	2019/20
Document management system			799						
Plan Web/Capita Housing			42						
Customer contact programme			785						
Data Labelling			124						
Replace Social Care System			228						
Electronic Asset Management			190						
M3 LP and PP related Projects			550						
Revenues & Benefits									
			350						
			2,672						
			550						
			175						
			442						
			190						

Final Budget	Actual	Budget	Budget	Budget	Budget	Budget	Budget	Budget	2019/20
2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2017/18	2018/19	2019/20
Revenue £'000s	3,554	3,498	3,498	3,163	2,494	2,509			
Expenditure	2,368	2,074	2,074	1,724	1,041	1,041			
Employees									
Premises									
Transport	3	3	3	3	4	4			
Supplies & Services	860	791	1,034	1,050	1,053	1,078			
3rd party payments									
Support services	323	476	386	386	386	386			
Depreciation									
Revenue £'000s	2,722	3,433	2,954	2,954	2,954	2,954			
Income									
Government grants	8	2,924	2,954	2,954	2,954	2,954			
Reimbursements	12								
Customer receipts	84	133	84	114	114	114			
Recharge	2,638	3,280	2,840	2,840	2,840	2,840			
Reserves									
Capital Finance									
Council Funded Net Budget	832	215	2,272	544	209	(460)			

2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
4493	4023	3555	3355	3355	3355
1800	1620	1450	1350	1350	1350
880	880	880	880	880	880
11 FTE	21 FTE	19 FTE	0 FTE	0 FTE	0 FTE
4	6.46	4.5	2.5	2.5	2.5
26	25	22	20	20	20
11	21	19	0	0	0
2	0	0	0	0	0
95%	97%	99%	99%	99%	99%
98%	99%	99%	99%	99%	99%
High	High	High	High	High	High
Monthly	Monthly	Monthly	Monthly	Monthly	Monthly
Business critical	Business critical	Business critical	Business critical	Business critical	Business critical

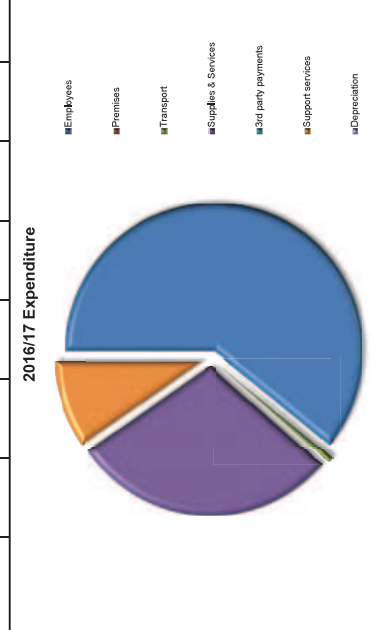
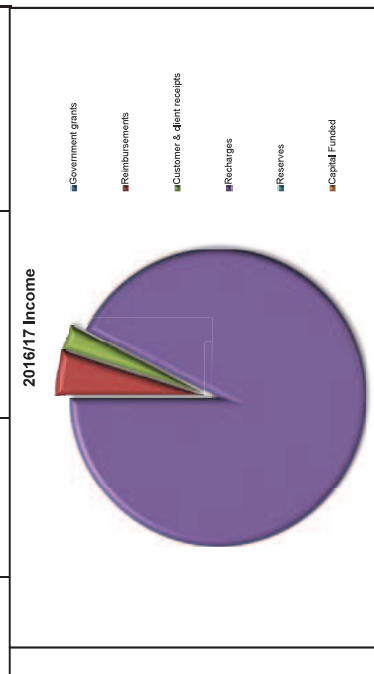
2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)
95%	97%	99%	99%	99%	99%
98%	99%	99%	99%	99%	99%
High	High	High	High	High	High
Monthly	Monthly	Monthly	Monthly	Monthly	Monthly
Business critical	Business critical	Business critical	Business critical	Business critical	Business critical



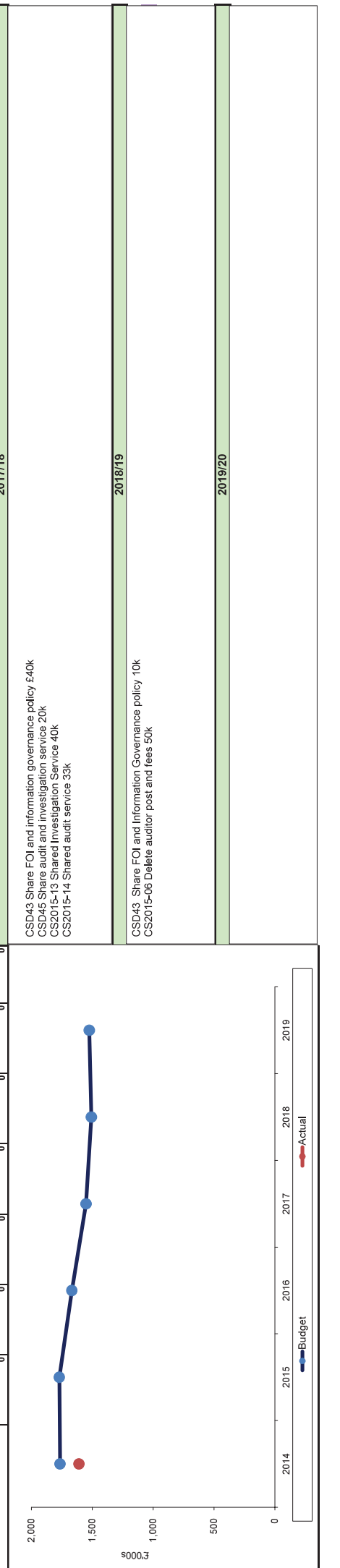
PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT	Likelihood	Risk Impact	Score
<b>Project 1</b>	<b>Project Title:</b> Customer Contact programme	Lead and deliver CC programme; to deliver improvements (technology and service redesign) set out in CC Strategy.	2	2	4
Start date	01/04/2013				
End date	31/09/2016				
<b>Project 2</b>	<b>Project Title:</b> Electronic document and records management system	Procure and implement a replacement EDRMS to support and enable flexible/remote working and Customer Contact.	3	2	6
Start date	01/04/2013				
End date	31/07/2016				
<b>Project 3</b>	<b>Project Title:</b> Social Care Information System	Procure and implement a Social Care Information system to support adults social and children and families integrated care.	1	3	3
Start date	01/06/2014				
End date	30/03/2016				
<b>Project 4</b>	<b>Project Title:</b> Data Labelling System	Introduce technology to automatically and retrospectively assess and protectively mark (for security) all Council data and to provide the facility to protectively mark all documents and emails for security going forward.	2	1	2
Start date	01/06/2014				
End date	TBC				
<b>Project 5</b>	<b>Project Title:</b> SCIS Phase 2	Expand the new SCIS solution into other business areas and develop integration with EDRMS and Customer Contact solutions.	1	2	2
Start date	01/04/2016				
End date	TBC				
<b>Project 6</b>	<b>Project Title:</b> EAMS	Reprocure and implement the council's Asset Management solution and ensure end-to-end channel shift is achieved.	1	2	2
Start date	01/01/2015				
End date	TBC				
<b>Project 7</b>	<b>Project Title:</b> MADI	Cleansing and geocoding the council's geospatial data and establishing arrangements for the ongoing maintenance of data.	1	2	2
Start date	01/07/2015				
End date	31/09/16				
<b>Project 8</b>	<b>Project Title:</b>	Select one major benefit			0
Start date					
End date					
<b>Project 9</b>	<b>Project Title:</b>	Select one major benefit			0
Start date					
End date					
<b>Project 10</b>	<b>Project Title:</b>	Select one major benefit			0
Start date					
End date					



Corporate Governance				Planning Assumptions				2018/19		2019/20							
Cllr Mark Allison Cabinet Member for Finance				Anticipated demand				2017/18		2018/19							
Enter a brief description of your main activities and objectives below				Residents				216,806		216,806							
Corporate Governance is made up of 7 core services: Information Governance - manages complaints, MP & Member enquiries, Freedom of Information requests, ensuring organisational compliance with Data Protection Act and the Transparency agenda, including maintaining the Publication Scheme. Also provides the Local Land Charges function.  Democracy Services - maintains independent scrutiny function, support to Councillors and Mayor & ensures council has robust decision making arrangements.  Electoral Services - maintains registers of electors whilst managing the move to individual electoral registration, administers elections & referendums and undertakes boundary & electoral reviews.  There is also the shared Legal services with the London Borough of Richmond, which has its own Service Plan.  Corporate Governance attends the shared Audit Investigations service hosted by Richmond and Wandsworth  Internal Audit and Investigations - are an outsourced service. Investigations covered under SMI(F) and Internal Audit by SWAP (Service and Workload Assessment Process) & Internal Control (2016) to provide independent, objective appraisal of risk management, governance & internal control processes and fraud risks including planned & unplanned audits. Investigates allegations of poor control and conflicts of interest. Co-ordinates the Annual Governance Statement. Reviews and updates anti fraud policies. Reports poor practice/weak controls to members.				Officers				↓		↓		↓					
				Councillors				60		60		60		60			
				Anticipated non financial resources				2014/15				2015/16		2016/17		2017/18	
Staff (FTE)				47				39.05		33.7 (excl. Invest&audit)		32.7 (excl. Invest&audit)		30.7			
Select anticipated resources				800				800		800		800		800			
Staff - Election				150				150		150		150		150			
Staff - Canvass				90%				90%		90%		90%		90%			
Performance indicator				2014/15(T)				2015/16(T)		2016/17(P)		2017/18(P)		2018/19(P)		2019/20(P)	
Audit actions implemented by agreed date				90%				90%		90%		90%		90%		90%	
Audits completed against plan				90%				90%		90%		90%		90%		90%	
Complaints - dealt with in time				90%				90%		90%		90%		90%		90%	
Complaints progressed to stage 2				9%				9%		9%		9%		9%		9%	
FOI requests - dealt with in time				90%				90%		90%		90%		90%		90%	
FOI requests answered in full				85%				85%		85%		85%		85%		85%	
Number of supplementary agendas issued				26				24		22		20		20		20	
Ombudsman complaints answered in time				90%				90%		90%		90%		90%		90%	
Performance Targets (T) & Provisional Performance Targets (P)				2014/15(T)				2015/16(T)		2016/17(P)		2017/18(P)		2018/19(P)		2019/20(P)	
Business critical				High				High		High		High		High		High	
Business critical				High				High		High		High		High		High	
Perception				High				High		High		High		High		High	
Perception				High				High		High		High		High		High	
Perception				High				High		High		High		High		High	
Perception				Low				Low		Low		Low		Low		Low	
Perception				High				High		High		High		High		High	
Reporting cycle				Quarterly				Quarterly		Quarterly		Quarterly		Quarterly		Quarterly	
Indicator type				Business critical				Business critical		Business critical		Business critical		Business critical		Business critical	
Main impact if indicator not met				Increased fraud				Increased fraud		Increased fraud		Increased fraud		Increased fraud		Increased fraud	
Increased fraud				Reduced customer service				Reduced customer service		Reduced customer service		Reduced customer service		Reduced customer service		Reduced customer service	
Reduced customer service				Reduced customer service				Reduced customer service		Reduced customer service		Reduced customer service		Reduced customer service		Reduced customer service	
Reduced customer service				Government intervention				Government intervention		Government intervention		Government intervention		Government intervention		Government intervention	
Government intervention				Rework				Rework		Rework		Rework		Rework		Rework	
Rework				Government intervention				Government intervention		Government intervention		Government intervention		Government intervention		Government intervention	

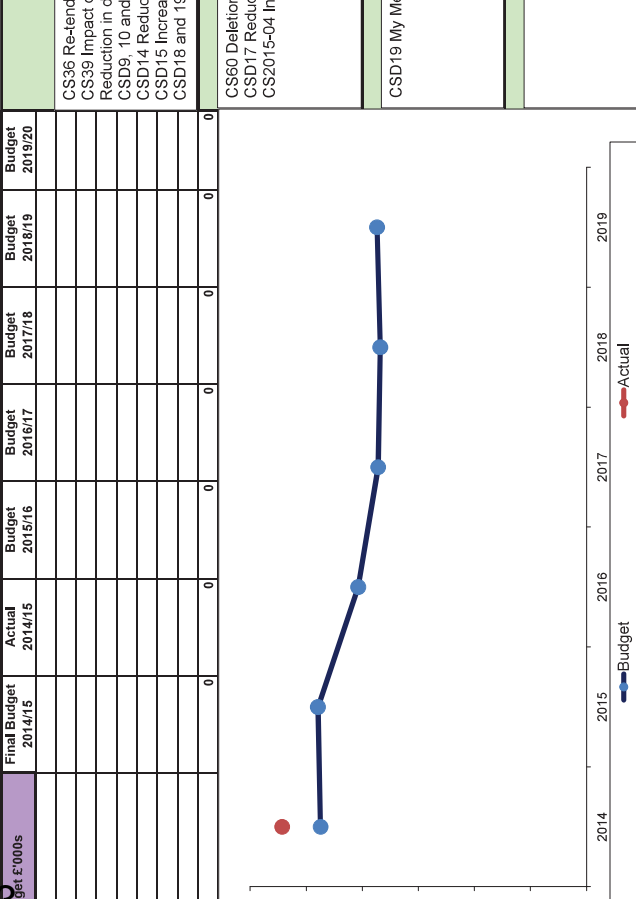
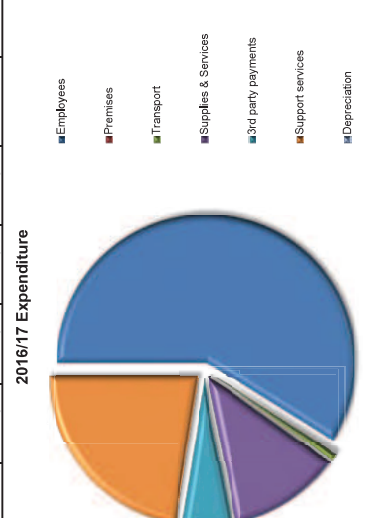


DEPARTMENTAL BUDGET AND RESOURCES													
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16		
Expenditure	4,303	4,027	3,789	3,685	3,669	3,626	3,642	Income	2,538	2,418	2,019		
Employees	2,302	2,276	2,289	2,240	2,127	2,067	2,067	Government Grants	202	181	181		
Premises	14	11	11	1	1	1	1	Reimbursements	99	99	99		
Transport	26	30	23	24	24	24	24	Customer & client receipts	213	239	54		
Supplies & Services	1,259	1,156	1,123	1,069	1,065	1,081	1,097	Recharges	2,065	1,843	1,866		
3rd party payments								Reserves					
Support services								Capital Funded					
Depreciation	703	452	352	352	352	352	352	<b>Council Funded Net Budget</b>	<b>1,764</b>	<b>1,609</b>	<b>1,770</b>		
								<b>Capital Budget £'000s</b>					
								Final Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
								0	0	0	0	0	0



PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS		Likelihood	Risk Impact	Score
<b>Project 1</b>	<b>Project Title:</b> 2013/17 Implement individual electoral registration	Introduce new system of Individual Electoral Registration by implementing new processes to register residents, whilst undertaking data matching and public awareness strategies to seek to maximise the accuracy and completeness of the register of electors.		3	3	9
Start date	01/04/2013	Project Details:				
End date	31/12/2016					
<b>Project 2</b>	<b>Project Title:</b> 2013/17 Administer statutory elections, referendums and ballots.	Administer GLA elections in 2016, and European Referendum before the end of 2017, plus Wimbledon BID ballot in 2016, together with any other referendums and ballots that may be required.		3	3	9
Start date	01/04/2013	Project Details:				
End date	31/03/2017					
<b>Project 3</b>	<b>Project Title:</b> Committee report workflow	To improve workflow through implementation of features within new software system. Will enable report authors to submit electronically, receive deadline reminders and get legal and finance comments as well as sign off by Directors and Cabinet Members. 2015/16 rolled out to Cabinet and Council. 2016/17 rollout to other committees.		2	1	2
Start date	01/06/2014	Project Details:				
End date	01/10/2017					
<b>Project 4</b>	<b>Project Title:</b> Scrutiny Improvement Programme	To continue to improve effectiveness and impact of the scrutiny function and to engage new councillors in scrutiny activities. Programme comprises objectives and actions agreed by the Overview and Scrutiny Commission each year when it receives the Annual Member Survey.		2	1	2
Start date	01/04/2014	Project Details:				
End date	31/03/2018					
<b>Project 5</b>	<b>Project Title:</b> LLC service delivery	Review of LLC service delivery, dependent on national directive		3	1	3
Start date	01/04/2014	Project Details:				
End date	31/03/2016					
<b>Project 6</b>	<b>Project Title:</b>					0
Start date		Project Details:				
End date						
<b>Project 7</b>	<b>Project Title:</b>					0
Start date		Project Details:				
End date						
<b>Project 8</b>	<b>Project Title:</b>					0
Start date		Project Details:				
End date						

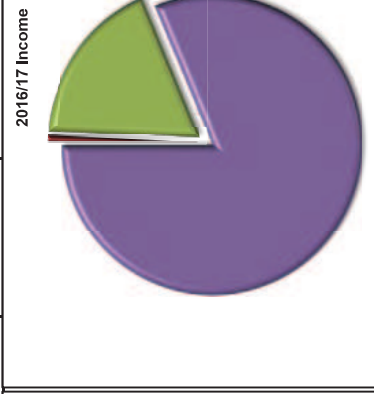
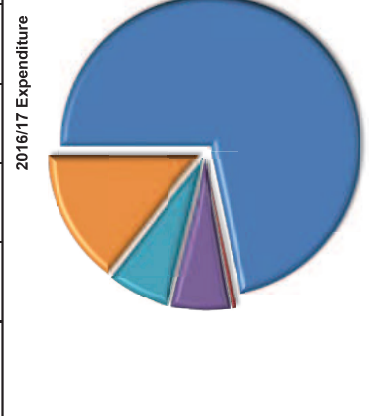
Customer Services		Planning Assumptions					The Corporate strategies your service contributes to	
Cllr Mark Allison Cabinet Member for Finance		2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	
Enter a brief description of your main activities and objectives below		16,000	16,000	15,000	14,000	14,000		Customer Services Strategy
There are 5 core services: Local Taxation services - this includes a shared bailiff service with Sutton Council Housing Benefit - responsible for administering housing and council tax benefit schemes & identifying and prevention of fraud; Merton Link - first point of contact for most council customers & visitors, through either face to face or via telephone - also provide Translation, Services & Concessionary Travel Schemes; Registrars - responsible for registration of births & deaths, marriages & civil partnerships, citizenship ceremonies & nationality services; Communications - responsible for protecting and enhancing the reputation of Merton Council, promoting Merton as a good place to live, work and learn, ensuring residents know about and have access to services; ensuring the community is able to have a say in the council decisions; and engaging council staff so they understand the direction of the council and are committed to putting customers at the heart of all they do. Front line services for Universal Credit - local authorities will be responsible for delivering front line services for universal credit for those claimants that cannot claim and access on-line. It is anticipated that this new service will be delivered within this service plan period but details are vague due to the uncertainty of the roll-out of the scheme. It is also unclear how the roll out of Universal Credit will impact on the Housing Benefit caseload and workload		600,000	600,000	500,000	450,000	400,000		Homelessness Strategy
Benefit/Council Tax support claimants		100,000	90,000	85,000	80,000	70,000		Medium Term Financial Strategy
Face to face customers		82,500	83,000	83,000	83,000	85,000		Social Inclusion Strategy
Council tax properties		140.4	148.3	134.4	133.4	133.4		
Anticipated non financial resources								
Staff (FTE)								
Apprentices(FTE)								
Performance indicator								
% of Merton Bailiff files paid in full (exc parking & misc debt)		58%	58%	58%	58%	58%	High	Outcome
% of positive and neutral coverage tone		92%	92%	92%	92%	92%	High	Perception
Business Rates collected		97.25%	97.50%	97.50%	97.50%	97.50%	High	Business critical
Council Tax Collected		97%	97.25%	97.25%	97.25%	97.25%	High	Business critical
First contact resolution		60%	65%	70%	75%	75%	High	Perception
Income from events (Marriages, Civil Partnerships etc)		415,000	400,000	415,000	425,000	450,000	High	Business critical
Number of on-line transactions			30,000	45,000	45,000	60,000	High	Business critical
Successful website visits			74.37%	74.37%	74.37%	74.37%	High	Perception
Time taken to process Housing Benefit claims			11 days	11 days	11 days	11 days	Low	Business critical
Time taken to process new Housing Benefit claims			21 days	21 days	21 days	21 days	Low	Business critical
Performance Targets (T) & Provisional Performance Targets (P)		2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	
Employees		58%	58%	58%	58%	58%	58%	High
Premises		92%	92%	92%	92%	92%	92%	High
Transport		97.25%	97.50%	97.50%	97.50%	97.50%	97.50%	High
Supplies & Services		60%	65%	70%	75%	75%	75%	High
3rd party payments		415,000	400,000	415,000	425,000	450,000	450,000	High
Support services			74.37%	74.37%	74.37%	74.37%	74.37%	High
Depreciation			11 days	11 days	11 days	11 days	11 days	Low
Capital Funded			21 days	21 days	21 days	21 days	21 days	Low
Main impact if indicator not met								
Loss of income								
Reputational risk								
Loss of income								
Loss of income								
Reduced customer service								
Loss of income								
Reduced customer service								
Reduced uptake of service								
Customer hardship								
Customer hardship								



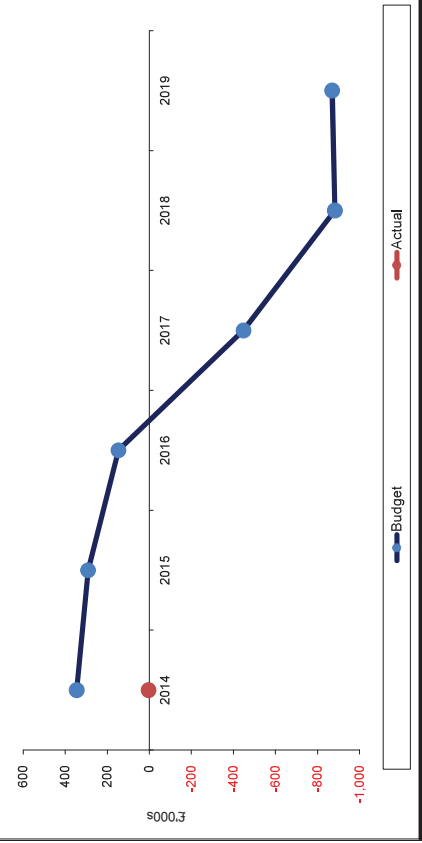
PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT	Likelihood	Risk Impact	Score
<b>Project 1</b>	<b>Project Title:</b> Customer Service review	Select one major benefit	3	2	6
Start date	01/04/2013				
End date	31/03/2015	Select one major benefit	2	2	4
<b>Project 2</b>	<b>Project Title:</b> Improve access to on-line services				
Start date	01/04/2013	Select one major benefit	2	1	2
End date	31/03/2016				
<b>Project 3</b>	<b>Project Title:</b> Council Tax support scheme	Select one major benefit	2	1	2
Start date	01/04/2013				
End date	31/03/2016	Select one major benefit	2	1	2
<b>Project 4</b>	<b>Project Title:</b> Implement and review Welfare Assistance Scheme				
Start date	01/04/2013	Select one major benefit	2	2	4
End date	31/03/2015				
<b>Project 5</b>	<b>Project Title:</b> Appoint a medical examiner	Select one major benefit	2	2	4
Start date	01/04/2014				
End date	31/12/2014	Select one major benefit	2	2	4
<b>Project 6</b>	<b>Project Title:</b> Local Support Services				
Start date	01/04/2014	Select one major benefit	2	2	4
End date	31/03/2016				
<b>Project 7</b>	<b>Project Title:</b> Review Debt Collection Processes	Select one major benefit	3	2	6
Start date	01/06/2015				
End date	01/04/2016	Select one major benefit			0
<b>Project 8</b>	<b>Project Title:</b> Review Debt Collection Processes				
Start date		Select one major benefit			0
End date					
<b>Project 9</b>	<b>Project Title:</b> Review Debt Collection Processes	Select one major benefit			0
Start date					
End date		Select one major benefit			0
<b>Project 10</b>	<b>Project Title:</b> Review Debt Collection Processes				
Start date		Select one major benefit			0
End date					

Human Resources	Planning Assumptions										Main impact if indicator not met
	2014/15	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2018/19	2019/20	
Enter a brief description of your main activities and objectives below 1) Support effective people management across the organisation through development of a workforce strategy/TOM people layer 2) Implement and maintain efficient HR transactions for recruitment, induction, employee data, payroll, performance management, appraisal, learning and development 3) Provide HR business partner support across the Council 4) Produce HR metrics, analyse people-related problems and take appropriate actions 5) Produce HR strategies, policy frameworks and systems to support effective people management 6) Support and develop capacity building in Members	The Corporate strategies your service contributes to Workforce Development Plan Economic Development Strategy Workforce Development Plan										
	Anticipated demand Employees in Merton for HR, payroll, advice, L&D, EAP etc New recruits to be appointed HR FTE (incl 40 apprentices in 15/16) Anticipated non financial resources Select anticipated resources Select anticipated resources Select anticipated resources										
Performance indicator Time to hire Average number of working days lost to sickness, excluding schools % Appraisals completed % Members L&D satisfaction											
Performance Targets (T) & Provisional Performance Targets (P) 2014/15(T) 2015/16(T) 2016/17(T) 2017/18(T) 2018/19(P) 2019/20(P) 90 90 90 88 86 86 8 8 8 7 7 7 98% 96% 96% 98% 98% 82% 83% 83% 83% 83%											
Indicator type Outcome Monthly Outcome Annual Outcome Quarterly											
Polarity Low Low High High											
Reporting cycle Monthly Annual Quarterly											
Increased costs Poor decision making Poor decision making											

DEPARTMENTAL BUDGET AND RESOURCES												
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17
Expenditure	3,473	2,431	3,442	3,298	2,855	2,420	2,434	Income	3,128	3,469	3,151	3,151
Employees	2,455	2,431	2,463	2,372	1,922	1,480	1,486	Government grants	70	20	20	20
Premises	5	21	5	0	15	0	0	Reimbursements	569	569	721	721
Transport	284	282	216	208	211	214	217	Customer & client receipts	2,559	2,839	2,562	2,562
Supplies & Services	259	347	263	224	228	232	236	Recharges	0	0	0	0
3rd party payments	447	377	480	480	480	480	480	Reserves	345	3	291	147
Support services								Capital Funded				
Depreciation								Council Funded Net Budget				
Revenue £'000s								Revenue £'000s				
Income								Final Budget 2014/15				
Government grants								Actual 2014/15				
Reimbursements								Budget 2015/16				
Customer & client receipts								Budget 2016/17				
Recharges								Budget 2017/18				
Reserves								Budget 2018/19				
Capital Funded								Budget 2019/20				
Council Funded Net Budget								Final Budget 2014/15				
								Actual 2014/15				
								Budget 2015/16				
								Budget 2016/17				
								Budget 2017/18				
								Budget 2018/19				
								Budget 2019/20				



Summary of major budget etc changes 2016/17												
2017/18												
2018/19												
2019/20												
CS49 Introduction of new application tracking system 10k CS50 Occupational Health & Employee Assistance programme 40k CS74 Review of L&D spend 69k CSD32 Review of HR business support 5k CSD35 L&D Budget 18k HR staffing savings deferred to 2018/19 due to HR redesign programme.												
CS75 Review of COT staffing 58k CSD30 Schools COT support (delivery of schools buy-back service) £152k CSD34 L&D Admin Support 18k CSD35 L&D Budget 134k												
CS48 Further rationalisation of HR services 130k CS51 HR Transactions including COT 90k CS49 HR Business Partners - Further consolidation of HR advisory work 140k CSD17 COT Review 38k CSD29 Recruitment and DBS review 50k												

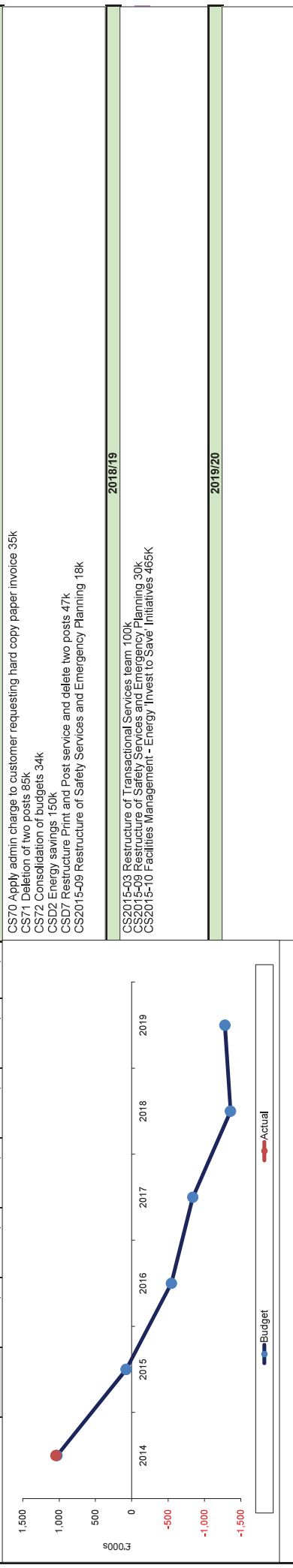


PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Likelihood	Risk Impact	Score
<b>Project 1</b>	<b>Project Title:</b> Occupational Health Service	<b>MAJOR PROJECT BENEFIT</b> Select one major benefit				
Start date	01/04/2015	Review and re-let of contract to improve cost and efficiency		3	3	9
End date	31/03/2016					
<b>Project 2</b>	<b>Project Title:</b> Employee Assistance programme	<b>MAJOR PROJECT BENEFIT</b> Select one major benefit				
Start date	01/04/2015	Review and re-let of contract to improve cost and efficiency.		3	4	12
End date	31/03/2016					
<b>Project 3</b>	<b>Project Title:</b> Workforce Strategy	<b>MAJOR PROJECT BENEFIT</b> Select one major benefit				
Start date	01/04/2014	Deliver the 5 key strands of the Council's workforce strategy to support the wider TOM programme for organisational change		3	3	9
End date	31/03/2017					
<b>Project 4</b>	<b>Project Title:</b> Establishment and workforce	<b>MAJOR PROJECT BENEFIT</b> Select one major benefit				
Start date	01/04/2015	Embed systems to maintain, monitor and control an accurate establishment and vacancy position across the Council for both permanent and interim staff		3	3	9
End date	31/03/2016					
<b>Project 5</b>	<b>Project Title:</b> Review HR policies	<b>MAJOR PROJECT BENEFIT</b> Select one major benefit				
Start date		Embed a new suite of simplified and business-focussed HR policies, supported by appropriate management development		3	3	9
End date						
<b>Project 6</b>	<b>Project Title:</b> Budget savings	<b>MAJOR PROJECT BENEFIT</b> Select one major benefit				
Start date		Deliver both existing and new budget savings for the HR function		4	3	12
End date						
<b>Project 7</b>	<b>Project Title:</b>	<b>MAJOR PROJECT BENEFIT</b> Select one major benefit				
Start date						0
End date						
<b>Project 8</b>	<b>Project Title:</b>	<b>MAJOR PROJECT BENEFIT</b> Select one major benefit				
Start date						0
End date						
<b>Project 9</b>	<b>Project Title:</b>	<b>MAJOR PROJECT BENEFIT</b> Select one major benefit				
Start date						0
End date						
<b>Project 10</b>	<b>Project Title:</b>	<b>MAJOR PROJECT BENEFIT</b> Select one major benefit				
Start date						0
End date						

Infrastructure and Transmissions		Anticipated demand		Planning Assumptions					The Corporate strategies your APPEALS 6	
Cllr Mark Allison Cabinet Member for Finance		Enter a brief description of your main activities and objectives below		2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	
Infrastructure & Transmissions Division (I&T) is a support service made up of five functions which are:-		Repairs & Maintenance of Corporate Buildings (Revenue)	800,000	780,000	740,000	700,000	700,000	700,000	700,000	
IT Service Delivery - ITSD) supports the councils operations by providing IT infrastructure, desktop equipment and associated software. Fixed and mobile telecommunications, Service Desk facilities, IT Disaster Recovery and Business Continuity arrangements together with IT governance and data security.		IT Service Calls	25,700	27,900	25,500	22,500	22,500	22,500	22,500	
Facilities Management - FM provides the infrastructure to deliver services through accommodation, building repairs and maintenance for the portfolio of corporate buildings, energy management and conservation, cleaning, catering, print and post room services, security and other associated hard and soft FM services.		Health & Safety Statutory Inspections	60	60	60	60	60	60	60	
Transational Services - Incorporates Accounts Payable, Accounts Receivable, Carefirst Administration and Vendor Maintenance. Ensuring prompt and accurate payment for all goods and services provided to LBH. Raise and issue invoices promptly and accurately to maximise revenue received. Ensuring that Vendor Maintenance database is controlled, accurate and cleansed. Providing training and support for all users of the systems required for payments or invoicing		Transactions requested by departments	130,000	120,000	115,000	110,000	105,000	105,000	105,000	
Safety Services - Provides Health and Safety, Emergency Planning and Business Continuity services for the Council and its members under the Health and Safety at Work Etc Act 1974. The Management of Health and Safety at Work Regulations 1989, The Civil Contingencies Act 2004 and all other regulations.		Number of Client Affairs cases being managed	N/A	220	250	250	250	250	250	
Client Financial Affairs - Act as court appointed deputy's for vulnerable clients who do not have the capacity to make their own decisions or manage their own personal financial affairs. These decisions are for issues involving the person's property, financial affairs and health and welfare working in accordance with the statutory principles set out in the Mental Capacity Act Code of Practice to ensure that they act in the best interests of the person who lacks capacity.		Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20		
Client Financial Affairs - Act as court appointed deputy's for vulnerable clients who do not have the capacity to make their own decisions or manage their own personal financial affairs. These decisions are for issues involving the person's property, financial affairs and health and welfare working in accordance with the statutory principles set out in the Mental Capacity Act Code of Practice to ensure that they act in the best interests of the person who lacks capacity.		FM (FTE)	36.9	31.9	28.9	24.9	24.9	24.9		
Safety Services - Provides Health and Safety, Emergency Planning and Business Continuity services for the Council and its members under the Health and Safety at Work Etc Act 1974. The Management of Health and Safety at Work Regulations 1989, The Civil Contingencies Act 2004 and all other regulations.		Transational Services (FTE)	14.7	13.3	13.3	10.3	10.3	10.3		
IT Service Delivery - ITSD) supports the councils operations by providing IT infrastructure, desktop equipment and associated software. Fixed and mobile telecommunications, Service Desk facilities, IT Disaster Recovery and Business Continuity arrangements together with IT governance and data security.		IT Service Delivery (FTE)	32.8	32	30	28	25	25		
Facilities Management - FM provides the infrastructure to deliver services through accommodation, building repairs and maintenance for the portfolio of corporate buildings, energy management and conservation, cleaning, catering, print and post room services, security and other associated hard and soft FM services.		Safety Services (FTE)	5.5	5.5	5	3.5	3.5	3.5		
Transational Services - Incorporates Accounts Payable, Accounts Receivable, Carefirst Administration and Vendor Maintenance. Ensuring prompt and accurate payment for all goods and services provided to LBH. Raise and issue invoices promptly and accurately to maximise revenue received. Ensuring that Vendor Maintenance database is controlled, accurate and cleansed. Providing training and support for all users of the systems required for payments or invoicing		Client Financial Affairs (FTE)	N/A	6	7	7	7	7		
Performance indicator		CO2 emissions corporate buildings (tonnes)	4,100	4,000	3,800	3,800	3,800	3,800		
Customer Satisfaction - IT incident resolution		Customer Satisfaction - IT incident resolution	90%	90%	90%	90%	90%	90%		
First time fix rate for IT Service Desk		First time fix rate for IT Service Desk	64%	70%	72%	75%	75%	75%		
Health and Safety workplace inspections completed on time		Health and Safety workplace inspections completed on time	60	60	60	60	60	60		
Income - External Fees		Income - External Fees	225,000	235,000	285,000	320,000	320,000	320,000		
Invoices paid within 30 days from invoice date (Carrefirst)		Invoices paid within 30 days from invoice date (Carrefirst)	93%	95%	95%	95%	95%	95%		
Invoices paid within 30 days of receipt by LBH		Invoices paid within 30 days of receipt by LBH	93%	95%	95%	95%	95%	95%		
Number of staff working from Civic Centre		Number of staff working from Civic Centre	1,275	1,400	1,400	1,400	1,400	1,400		
Repairs & Maintenance ratio of Reactive to Planned		Repairs & Maintenance ratio of Reactive to Planned	40/60	30/70	30/70	30/70	30/70	30/70		
New referrals processed within 21 days		New referrals processed within 21 days	N/A	90%	92%	93%	94%	95%		
Client Financial Affairs - Act as court appointed deputy's for vulnerable clients who do not have the capacity to make their own decisions or manage their own personal financial affairs. These decisions are for issues involving the person's property, financial affairs and health and welfare working in accordance with the statutory principles set out in the Mental Capacity Act Code of Practice to ensure that they act in the best interests of the person who lacks capacity.		Client Financial Affairs - Act as court appointed deputy's for vulnerable clients who do not have the capacity to make their own decisions or manage their own personal financial affairs. These decisions are for issues involving the person's property, financial affairs and health and welfare working in accordance with the statutory principles set out in the Mental Capacity Act Code of Practice to ensure that they act in the best interests of the person who lacks capacity.	N/A	0	0	0	0	0		

DEPARTMENTAL BUDGET AND RESOURCES		Final Budget		Budget		Budget		Budget	
		2014/15	2014/15	2015/16	2015/16	2016/17	2016/17	2017/18	2017/18
Revenue £'000s		12,858	14,098	12,238	11,361	10,843	10,919	10,843	10,919
Expenditure		3,023	4,344	3,655	3,543	3,228	3,220	3,228	3,220
Employees		2,669	2,718	2,645	2,491	2,375	1,979	1,945	1,979
Premises		35	30	36	31	31	31	31	31
Transport		2,914	3,068	2,812	2,551	2,500	2,626	2,500	2,626
Supplies & Services		206	240	210	161	164	167	164	171
3rd party payments		875	1,631	837	837	837	837	837	837
Support services		2,336	2,236	2,045	2,045	2,045	2,045	2,045	2,045
Depreciation		2,336	2,236	2,045	2,045	2,045	2,045	2,045	2,045
Revenue £'000s		11,828	13,095	12,161	12,201	12,201	12,201	12,201	12,201
Government grants		20	20	20	20	20	20	20	20
Reimbursements		2,315	2,810	2,406	2,446	2,446	2,446	2,446	2,446
Customer & client receipts		9,514	10,225	9,755	9,755	9,755	9,755	9,755	9,755
Reserves									
Capital Funded									
Council Funded Net Budget		1,029	1,043	77	(646)	(639)	(1,282)	(1,282)	(1,282)
Capital Budget £'000s									
Information Technology			1,155	848	1,525	2,021	785	1,230	1,230
Facilities Management			1,016	710	1,246	2,700	1,450	1,075	1,075
Invest to Save			221	1,073	1,300	300	300	300	300

Summary of major budget etc changes		2016/17		2017/18		2018/19		2019/20	
Information Technology	CS5 Review procurement of support, maintenance & license contracts 50k, CS7 Re-procurement of mobile telephone contract 20k								
Facilities Management	CS8 Reduction of WAN costs 20k, CS10 Outsourcing of service 20k, CS12 Deletion of Information governance post 37k, CS16 (deferred from 14/15) Surrender overtime budget 35k, CS23 Outsourcing building services and security services 50k, CS28 Amalgamation of intruder alarm contract 20k, CS22 Energy Savings 150k, CS23 Rationalise ITSD support and maintenance contracts 88k								
Invest to Save	CS4 Rationalise FM buildings repair and maintenance budgets 15k, CS55 Increase income generation at Chaucer Centre 40k								
Capital Budget	CS70 Apply admin charge to customer requesting hard copy paper invoice 35k								
Information Technology	CS71 Deletion of two posts 88k								
Facilities Management	CS72 Consolidation of budgets 34k								
Invest to Save	CS73 Energy savings 150k								
Capital Budget	CS74 Restructure Print and Post service and delete two posts 47k								
Information Technology	CS2015-09 Restructure of Safety Services and Emergency Planning 18k								
Facilities Management	CS2015-03 Restructure of Transactional Services team 100k								
Invest to Save	CS2015-09 Restructure of Safety Services and Emergency Planning 30k								
Capital Budget	CS2015-10 Facilities Management - Energy Invest to Save Initiatives 465k								



PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk		
		Improved efficiency (savings)		Likelihood	Impact	Score
<b>Project 1</b>	<b>Project Title:</b> Implementation of corporate IT Strategy & Plan which has been developed on the basis of information derived from departmental Target Operating Models.	<b>MAJOR PROJECT BENEFIT</b> Improved efficiency (savings)		3	2	6
Start date	01/11/2014					
End date	31/03/2017					
<b>Project 2</b>	<b>Project Title:</b> Digital Archiving of existing paper records	Improved efficiency (savings)		1	2	2
Start date	01/06/2014					
End date	31/03/2018					
<b>Project 3</b>	<b>Project Title:</b> Upgrading of IT Disaster Recovery Arrangements	Risk reduction and compliance		2	3	6
Start date	01/12/2013					
End date	31/03/2016					
<b>Project 4</b>	<b>Project Title:</b> Flexible Working Programme	Improved efficiency (savings)		2	2	4
Start date	01/04/2012					
End date	31/03/2016					
<b>Project 5</b>	<b>Project Title:</b> Refurbishment of 4 main passenger lifts at Civic Centre	Risk reduction and compliance		1	2	2
Start date	01/01/2014					
End date	30/06/2016					
<b>Project 6</b>	<b>Project Title:</b> Energy "Invest to Save" Initiatives	Improved efficiency (savings)		1	1	1
Start date	01/04/2007					
End date	01/04/2018					
<b>Project 7</b>	<b>Project Title:</b> Process review of Accounts Payable and Receivable functions	Improved efficiency (savings)		1	2	2
Start date	01/04/2015					
End date	31/03/2017					
<b>Project 8</b>	<b>Project Title:</b> Continuation of work on the Locations Layer of the Corporate TOM	Risk reduction and compliance		2	2	4
Start date	01/10/2015					
End date	31/03/2016					
<b>Project 9</b>	<b>Project Title:</b> Online Safety Inspection system	Risk reduction and compliance		2	2	4
Start date	01/04/2016					
End date	31/03/2017					
<b>Project 10</b>	<b>Project Title:</b> Select one major benefit	Select one major benefit				0
Start date						
End date						



Resources			Planning Assumptions				Strategic Initiatives				
2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Final Budget 2014/15	Final Budget 2015/16	Final Budget 2016/17	Final Budget 2017/18	Final Budget 2018/19	Final Budget 2019/20	Asset Management Plan	Capital Programme	Capital Programme	Capital Programme	Capital Programme	Capital Programme
8,744	8,916	9,068	8,543	8,010	8,068	150+	150+	150+	150+	150+	150+
3,821	4,071	4,071	3,792	3,273	3,273	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports
102	102	100	101	104	105	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports
4	4	4	4	4	4	2 Reports	2 Reports	2 Reports	2 Reports	2 Reports	2 Reports
4,032	4,243	4,110	3,884	3,846	3,902	63.2	63.2	63.2	63.2	63.2	63.2
178	143	180	180	181	181	4	4	4	4	4	4
608	230	602	602	602	602	0	0	0	0	0	0
Final Budget 2014/15	Final Budget 2015/16	Final Budget 2016/17	Final Budget 2017/18	Final Budget 2018/19	Final Budget 2019/20	High	High	High	High	High	High
6,021	6,448	6,843	6,875	6,891	6,891	90%	90%	90%	90%	90%	90%
9	9	9	9	9	9	0	0	0	0	0	0
40	82	54	54	54	54	0	0	0	0	0	0
753	1,141	753	769	801	801	0	0	0	0	0	0
5,227	5,217	6,036	6,036	6,036	6,036	90%	90%	90%	90%	90%	90%
0	0	0	0	0	0	90%	90%	90%	90%	90%	90%
2,724	2,468	1,684	1,411	1,119	1,177	0	0	0	0	0	0

Revenue £'000s	Actual 2014/15	Actual 2015/16	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20
Expenditure	8,744	8,916	9,068	8,543	8,010	8,068
Employees	3,821	4,071	4,071	3,792	3,273	3,273
Prisons	102	102	100	101	104	105
Transport	4	4	4	4	4	4
Supplies & Services	4,032	4,243	4,110	3,884	3,846	3,902
Staff party payments	178	143	180	180	181	181
Support services	608	230	602	602	602	602
Depreciation	0	0	0	0	0	0
Income	6,021	6,448	6,843	6,875	6,891	6,891
Government grants	9	9	9	9	9	9
Reimbursements	40	82	54	54	54	54
Customer & client receipts	753	1,141	753	769	801	801
Recharges	5,227	5,217	6,036	6,036	6,036	6,036
Reserves	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0
Council Funded Net Budget	2,724	2,468	1,684	1,411	1,119	1,177

DEPARTMENTAL BUDGET AND RESOURCES						
Revenue £'000s	Actual 2014/15	Actual 2015/16	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20
Financial System re-engineering	454	108				
Acquisitions Budget	1,497	500				
Transformation Budgets	88	88				
Capital Bidding Fund	1,357	482				
<b>Total</b>	<b>3,521</b>	<b>1,090</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Revenue	8,744	8,916	9,068	8,543	8,010
Expenditure	8,744	8,916	9,068	8,543	8,010
Income	6,021	6,448	6,843	6,875	6,891
Net Budget	2,724	2,468	1,684	1,411	1,119

Summary of major budget etc changes 2016/17

MTFS/Business Planning: Throughout the financial year officers within the team will be compiling the Business Plan for 2017-21, this will include provision of a timetable for completion and horizon scanning and evaluating the impact of any legislative changes. The modelling assumptions will be reviewed and detailed scenario planning undertaken.

Financial System: The new financial system and the adoption of new streamlined processes will facilitate the further savings below.

Savings: Savings of 28k will be delivered by reducing the post of one post (£46k) (£78k of the saving have been deferred), and non-salary budgets savings 96k through improved processes. Savings of 130k from reducing running costs and consultancy budgets (CSD23 and 24), 130k from reducing running costs and consultancy budgets (CSD23 and 24), 130k from reduced running costs and consultancy budgets (CSD23 and 24). An increased charge to the Pension Fund £20k (CSD25) and the deletion of one post in Policy (CSD47) will bring a further 50k of savings.

2016/17 Expenditure

2016/17 Income

2016/17		2017/18		2018/19		2019/20	
Revenue	Expenditure	Revenue	Expenditure	Revenue	Expenditure	Revenue	Expenditure
8,744	8,744	8,916	8,916	9,068	9,068	8,543	8,543
6,021	6,021	6,448	6,448	6,843	6,843	6,875	6,875
2,724	2,724	2,468	2,468	1,684	1,684	1,411	1,411

2017/18

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

Savings: Savings of 16k previously deferred will be delivered from the deletion of two posts (CS46). A review of recharges to the Pension fund will make savings of 47k (CS6). Increased income of 16k (CS20) and a reduction in running costs 3k (CS23). One Business Partner to be deleted 78k (CS28). Reduction of LGCS budget to match contribution 81k (CSD46)

2018/19

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

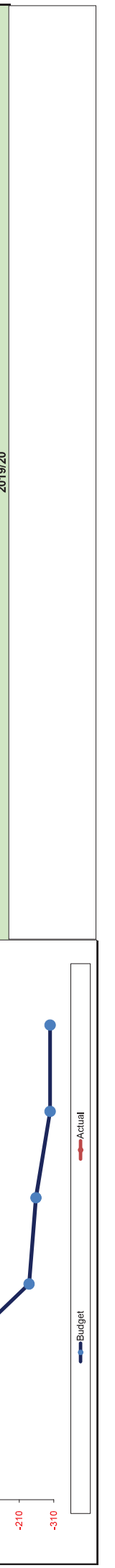
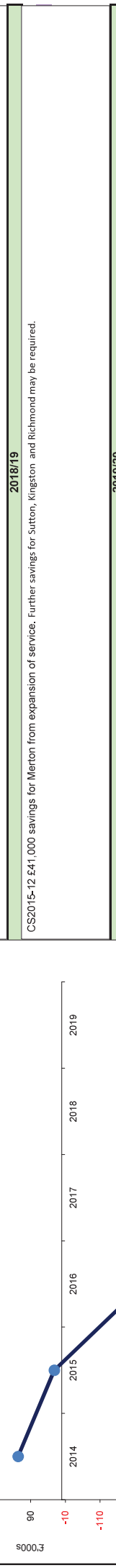
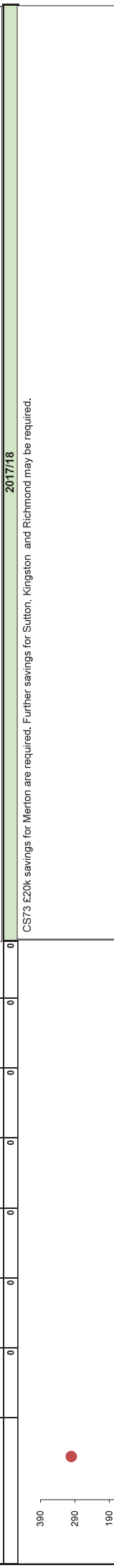
2019/20

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Likelihood	Risk Impact	Score
<b>Resources</b>						
Evaluation of future funding levels						
Project 1	Project Title: Analysis of all relevant information relating to local government finance. This will include details provided in annual Local Government Finance Settlements, Annual Budgets, Spending Reviews and other financial information published by the Government. This information is incorporated into the Council's MTFs and updated as part of annual Budget Setting Procedures. Modelling of the retained NNDR system will be undertaken along with sensitivity analysis.	Risk reduction and compliance		2	2	4
Start date	01/04/2015					
End date	31/03/2020					
Project 2	Project Title: Financial systems re-engineering programme	Improved effectiveness				6
Start date	01/08/2013			2	3	
End date	30/09/2016					
Project 3	Project Title: Develop and implement whole life costing for capital projects	Improved effectiveness				6
Start date	01/09/2014			3	2	
End date	31/03/2016					
Project 4	Project Title: Improve joint finance and business planning	Improved effectiveness				4
Start date	01/04/2016			2	2	
End date	31/03/2020					
Project 5	Project Title: Evaluation of different models of funding the capital programme	Improved effectiveness				4
Start date	01/07/2014			2	2	
End date	31/03/2016					
Project 6	Project Title: Capital Review	Improved effectiveness				4
Start date	01/04/2014			2	2	
End date	31/03/2015					
Project 8	Project Title: Recharge Review	Select one major benefit				6
Start date	01/04/2015			3	2	
End date	31/03/2016					
Project 9	Project Title: Infrastructure Assets Accounting	Improved effectiveness				2
Start date	31/03/2014			1	2	
End date	31/03/2016					
Project 10	Project Title: Pilot Early closure of Accounts	Improved effectiveness				3
Start date	01/07/2015			1	3	
End date	31/07/2018					

Legal Services	Planning Assumptions										2019/20
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2015/16	2016/17	2017/18	2018/19	
Anticipated demand	19500	19500	19500	19500	19500	19500	19500	19500	19500	19500	19500
Chargeable hours for Merton	12747	13895	13895	13895	13895	13895	13895	13895	13895	13895	13895
Chargeable hours for Richmond	19819	19819	19819	19819	19819	19819	19819	19819	19819	19819	19819
Chargeable hours for Sutton	9238	11382	11382	11382	11382	11382	11382	11382	11382	11382	11382
Chargeable hours for Achieving for Children	12000	11583	11583	11583	11583	11583	11583	11583	11583	11583	11583
Chargeable hours for Sutton Housing Partnership	2528	2528	2528	2528	2528	2528	2528	2528	2528	2528	2528
Anticipated non financial resources	87.5	87.5	86.27	84.5	84.5	84.5	84.5	84.5	84.5	84.5	84.5
Staff (FTE)	1	1	0	0	0	0	0	0	0	0	0
Apprentices											
Select anticipated resources											
Select anticipated resources											
Performance indicator	76,429	78,707	78,707	78,707	78,707	78,707	78,707	78,707	78,707	78,707	78,707
Performance Targets (T) & Provisional Performance Targets (P)	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)
Chargeable hours											

DEPARTMENTAL BUDGET AND RESOURCES														
Revenue £ '000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Expenditure	4,902	7,009	4,946	4,685	4,665	4,624	4,624	4,924	6,709	4,924	4,924	4,924	4,924	4,924
Employees	4,252	4,538	4,317	4,117	4,117	4,117	4,117	4,924	6,709	4,924	4,924	4,924	4,924	4,924
Premises	5	2	5	5	5	5	5	4,238	4,238	4,238	4,238	4,238	4,238	4,238
Transport	9	14	9	9	9	9	9	476	476	476	476	476	476	476
Supplies & Services	446	2,249	426	366	346	305	305	20	28	20	20	20	20	20
3rd party payments		18												
Support services	190	189	188	188	188	188	188	22	301	22	(238)	(258)	(299)	(299)
Depreciation														
Revenue £ '000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Income	4,776	6,709	4,924	4,924	4,924	4,924	4,924	4,776	6,709	4,924	4,924	4,924	4,924	4,924
Government grants														
Reimbursements	4,280	5,618	4,428	4,428	4,428	4,428	4,428	4,280	5,618	4,428	4,428	4,428	4,428	4,428
Customer & client receipts	476	1,068	476	476	476	476	476	476	1,068	476	476	476	476	476
Recharges	20	28	20	20	20	20	20	20	28	20	20	20	20	20
Capital funded														
Council Funded Net Budget	126	301	22	(238)	(258)	(299)	(299)	126	301	22	(238)	(258)	(299)	(299)

Summary of major budget etc changes 2016/17														
Government grants														
Reimbursements														
Customer & client receipts														
Recharges														
Capital Funded														



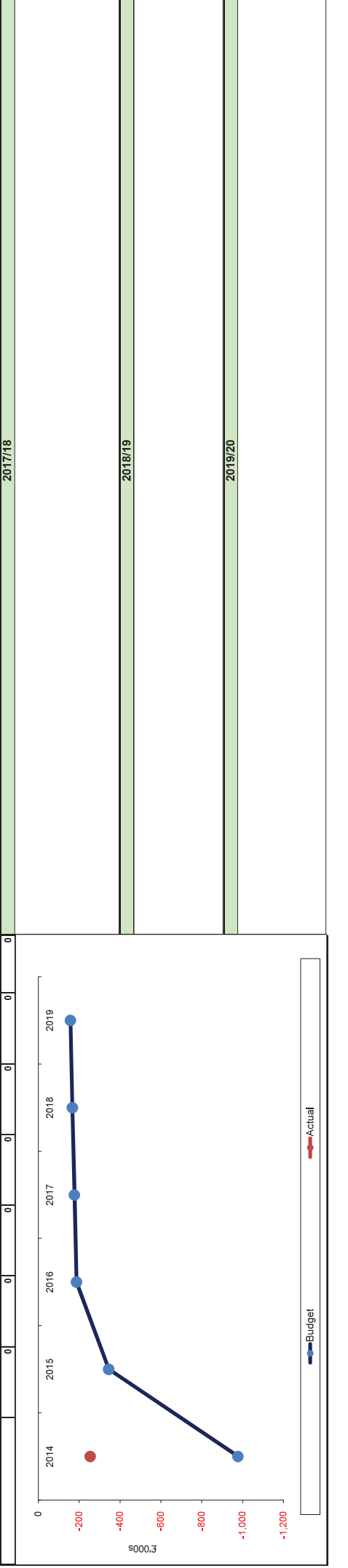
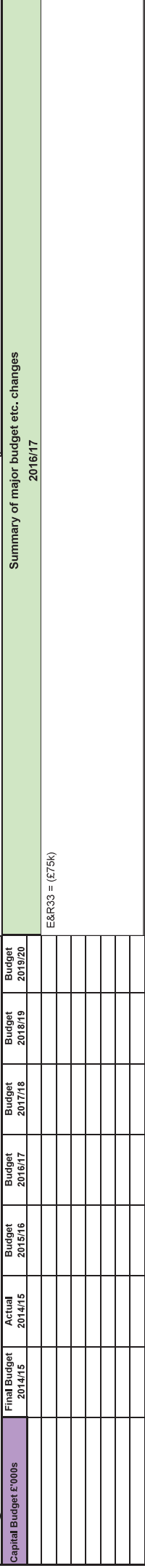
PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS		Likelihood	Risk Impact	Score
<b>Project 1</b>	<b>Shared service</b>	<b>MAJOR PROJECTS BENEFITS</b>				
Project Title:	Shared service	Select one major benefit		2	2	4
Project Details:	To embed the newly expanded shared service, to identify and exploit the efficiencies of the new service in order to improve the customer experience and to identify further savings					
Start date	01/04/2014					
End date	31/03/2016					
<b>Project 2</b>	<b>Smarter Working</b>	Select one major benefit		2	1	2
Project Title:	Smarter Working	Select one major benefit				
Project Details:	To ensure the service is maximising the use of IT systems and software in order to enable mobile working across four authorities, reduce costs and increase the effectiveness and efficiency of the officers in the service					
Start date	01/04/2014					
End date	31/03/2016					
<b>Project 3</b>	<b>Delivering Savings</b>	Select one major benefit		2	2	4
Project Title:	Delivering Savings	Select one major benefit				
Project Details:	To deliver £80,000 of savings to Merton and such savings as required by Sutton, Kingston and Richmond					
Start date	01/04/2015					
End date	31/03/2018					
<b>Project 4</b>	<b>Future Model</b>	Select one major benefit		2	2	4
Project Title:	Future Model	Select one major benefit				
Project Details:	To consider whether the practice needs to apply to become an Alternative Business Structure in order to deliver legal services to council services provided by external third parties.					
Start date	01/04/2015					
End date	31/03/2016					
<b>Project 5</b>	<b>Future Model</b>	Select one major benefit		3	2	6
Project Title:	Future Model	Select one major benefit				
Project Details:	To evaluate the impact on the shared service of Richmond entering into a partnership with Wandsworth, including the potential expansion of the shared legal service to incorporate Wandsworth Legal Services					
Start date	01/04/2015					
End date	31/03/2016					
<b>Project 6</b>	<b>Future Model</b>	Select one major benefit		3	2	6
Project Title:	Future Model	Select one major benefit				
Project Details:	To consider the impact on the service of all shared service and alternative delivery models entered into by Merton and partner authorities.					
Start date						
End date						
<b>Project 7</b>		Select one major benefit				0
Project Title:		Select one major benefit				
Project Details:						
Start date						
End date						
<b>Project 8</b>		Select one major benefit				0
Project Title:		Select one major benefit				
Project Details:						
Start date						
End date						
<b>Project 9</b>		Select one major benefit				0
Project Title:		Select one major benefit				
Project Details:						
Start date						
End date						
<b>Project 10</b>		Select one major benefit				0
Project Title:		Select one major benefit				
Project Details:						
Start date						
End date						



# Environment & Regeneration

Commercial Services (Waste Operations)		Planning Assumptions										Anticipated demand																			
2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2014/15	2015/16																		
<p><b>Commercial Waste &amp; Recycling, Collection &amp; Disposal</b> directly from local businesses. Under government legislation the council has a duty to arrange for the collection of commercial waste when requested to do so. The Act defines commercial waste as: "waste from premises used wholly or mainly for the purposes of a trade or business or the purposes of sport, recreation or entertainment".</p> <p><b>Pest Control Service.</b> Legislation requires that local authorities undertake enforcement for the purposes of controlling rats and mice. Owners / tenants have discretion on pest control providers. Merton is able to offer its residents and businesses a good quality, competitively priced service using fully qualified officers.</p> <p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>-to make both services more efficient, cost effective and competitive in the commercial market</li> <li>-be more reactive to seasonal demands</li> <li>-become competitive in both commercial waste and pest control, looking at the marketing of the services and pricing structure.</li> </ul> <p>TOM - to be completed</p>																															
<p><b>Performance Targets (T) &amp; Provisional Performance Targets (P)</b></p> <table border="1"> <thead> <tr> <th>2014/15(T)</th> <th>2015/16(T)</th> <th>2016/17(P)</th> <th>2017/18(P)</th> <th>2018/19(P)</th> <th>2019/20(P)</th> </tr> </thead> <tbody> <tr> <td>£1.5m</td> <td>£1.2m</td> <td>£1.25m</td> <td>£1.3m</td> <td>£1.35m</td> <td>£1.3m</td> </tr> <tr> <td>85</td> <td>87</td> <td>89</td> <td>91</td> <td>91</td> <td>91</td> </tr> </tbody> </table>														2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	£1.5m	£1.2m	£1.25m	£1.3m	£1.35m	£1.3m	85	87	89	91	91	91
2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)																										
£1.5m	£1.2m	£1.25m	£1.3m	£1.35m	£1.3m																										
85	87	89	91	91	91																										
<p><b>Performance indicator</b></p> <p>Total Income from commercial waste</p> <p>Customer satisfaction survey %</p>																															
<p><b>Anticipated demand</b></p> <p>Residual contracts</p> <p>Dry recycling contracts</p> <p><b>Anticipated non financial resources</b></p> <p>Staff (FTE)</p> <p>Transport</p>																															
<p><b>Policy</b></p> <p>High</p> <p>High</p>																															
<p><b>Reporting cycle</b></p> <p>Monthly</p> <p>Quarterly</p> <p>Annual</p>																															
<p><b>Indicator type</b></p> <p>Business critical</p> <p>Outcome</p> <p>Outcome</p>																															
<p><b>Main impact if indicator not met</b></p> <p>Loss of income</p> <p>Loss of income</p> <p>Reputational risk</p>																															

DEPARTMENTAL BUDGET AND RESOURCES															
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Expenditure	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Revenue £'000s	987	1,023	987	1,213	1,223	1,233	1,243	Expenditure	987	1,023	987	1,213	1,223	1,233	1,243
Employees	360	240	367	367	367	367	367	Employees	360	240	367	367	367	367	367
Premises	6	6	6	6	6	6	6	Premises	6	6	6	6	6	6	6
Transport	128	97	128	140	142	144	146	Transport	128	97	128	140	142	144	146
Supplies & Services	258	439	262	463	490	498	505	Supplies & Services	258	439	262	463	490	498	505
3rd party payments	172	176	153	153	153	153	153	3rd party payments	172	176	153	153	153	153	153
Transfer payments	0	0	11	11	11	11	11	Transfer payments	0	0	11	11	11	11	11
Support services	0	0	0	0	0	0	0	Support services	0	0	0	0	0	0	0
Depreciation	0	0	0	0	0	0	0	Depreciation	0	0	0	0	0	0	0
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Income	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Government grants	1,975	1,277	1,332	1,400	1,400	1,400	1,400	Government grants	1,975	1,277	1,332	1,400	1,400	1,400	1,400
Reimbursements	0	0	7	0	0	0	0	Reimbursements	0	0	7	0	0	0	0
Customer & client receipts	1,975	1,277	1,325	1,400	1,400	1,400	1,400	Customer & client receipts	1,975	1,277	1,325	1,400	1,400	1,400	1,400
Recharges	0	0	0	0	0	0	0	Recharges	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	Reserves	0	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0	Capital Funded	0	0	0	0	0	0	0
<b>Council Funded Net Budget</b>	<b>(978)</b>	<b>(254)</b>	<b>(345)</b>	<b>(187)</b>	<b>(177)</b>	<b>(167)</b>	<b>(157)</b>								
Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20								
	0	0	0	0	0	0	0								



PROJECT DESCRIPTION

MAJOR PROJECT BENEFIT

Likelihood Impact Score

Project 1		Project Title:	PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Likelihood	Impact	Score
Start date	End date	Project Details:					
							0
Project 2		Project Title:	Sales and Marketing Plan  Project Completed - Sales and Marketing plan for Commercial Waste Service area has been completed and action plan provided Recruitment of Commercial waset sales manager completed.	Improved effectiveness	3	2	6
2014-15	2016-17	Project Details:					
Project 3		Project Title:		Select one major benefit	0	0	0
Start date	End date	Project Details:					
Project 4		Project Title:		Select one major benefit	0	0	0
Start date	End date	Project Details:					
Project 5		Project Title:		Select one major benefit			0
Start date	End date	Project Details:					
Project 6		Project Title:		Select one major benefit			0
Start date	End date	Project Details:					
Project 7		Project Title:		Select one major benefit			0
Start date	End date	Project Details:					
Project 8		Project Title:		Select one major outcome			0
Start date	End date	Project Details:					
Project 9		Project Title:		Select one major outcome			0
Start date	End date	Project Details:					
Project 10		Project Title:		Select one major outcome			0
Start date	End date	Project Details:					



Development and Building Control			Planning Assumptions						AP10 ENV20 strategies your service contributes to					
CLr Andrew Judge Cabinet Member for Sustainability & Regeneration	Anticipated demand		2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
<b>Building Control</b> Building Control competes with approved Inspectors (AIS). We provide a Building Control Service in competition with MAS to deliver high quality Building Control advice and regulation. We also regulate safety structures and also sports grounds.	Enforcement cases		750	780	800	800	800	800	Local Development Framework					
<b>Development Control</b> Development Control is responsible for assessing and determining planning applications against the adopted policies for the built environment contained within the councils Core Strategy. Continue to implement the Mayorat, Community Infrastructure Levy (CIL) charging regime.	Planning applications (economy dependant) BC applications (economy dependant) Tree applications Pre applications Planning performance agreements Prior approvals (permitted development)		2500 1700 620 105 3 580	2800 1750 640 110 7 600	2700 1750 680 115 12 620	2800 1800 670 120 14 640	2800 1800 670 125 16 640	2850 1800 670 130 18 640	Local Development Framework Economic Development Strategy Local Development Framework Local Development Framework Housing Strategy Local Development Framework Local Development Framework					
<b>Objectives</b> - continue to concentrate on the commercialisation of the Building Control (BC) service and maintain or improve the market share - review the pre-application charging regime for Development Control (DC) and to investigate whether additional income generation is possible especially through PPA's - implement mobile/flexible working to improve efficiency - as part of sustainable communities to enable a comprehensive development management process to encourage regeneration. - review the possibility of shared services with neighbouring boroughs. - re-procure the M3 Database	<b>Anticipated non financial resources</b> Staff (FTE)		37	36	29	25	25							
	<b>Performance indicator</b> % Major applications processed within 13 weeks % Minor applications processed within 8 weeks % Other applications processed within 8 weeks Volume of Planning applications Total % appeals lost Income (Development and Building Control) % Market share retained by LA (BC) % enforcement site visits within 15 days Number of enforcement cases closed Backlog of enforcement cases % satisfied with Planning (annual resident survey)	<b>Provisional Performance Targets (P)</b> 2014/15(T) 2015/16(T) 2016/17(P) 2017/18(P) 2018/19(P) 2019/20(P)	60 65 81 4300 35 £2.01m 65 75 600 775 29	55 60 81 4450 35 £2.11m 60 50 300 900 30	55 60 82 4500 35 £2.11m 60 40 300 1200 31	55 60 82 4500 35 £2.11m 60 30 300 1500 32	55 60 82 4500 35 £2.11m 60 30 300 1800 30	55 60 82 4560 35 £2.11m 60 30 300 1800 30	High High High High Low High High High High High	Monthly Monthly Monthly Monthly Quarterly Monthly Monthly Quarterly Quarterly Quarterly Annual	Quality Quality Quality Quality Perception Perception Perception Quality Quality Output Perception	Indicator type	<b>Main impact if indicator not met</b> Reduced customer service Reduced customer service Reduced customer service Reduced customer service Reputational risk Loss of income Loss of income Reduced service delivery Reduced service delivery Reduced service delivery Reputational risk	

### DEPARTMENTAL BUDGET AND RESOURCES

Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
<b>Expenditure</b>	2,428	2,669	2,371	2,387	1,912	1,916	1,921
Employees	1,584	1,794	1,563	1,625	1,146	1,146	1,146
Premises	2	2	2	2	2	2	2
Transport	34	21	32	23	26	26	27
Supplies & Services	365	299	281	245	248	252	256
3rd party payments	2	2	2	2	0	0	0
Transfer payments	431	454	490	490	490	490	490
Depreciation							
<b>Revenue £'000s</b>	<b>Final Budget 2014/15</b>	<b>Actual 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>	<b>Budget 2019/20</b>
Income	1,955	2,017	1,911	2,056	2,181	2,216	2,216
Government grants	96	112	49	88	88	88	88
Reimbursements	1,859	1,905	1,862	1,968	2,093	2,128	2,128
Customer & client receipts							
Recharges							
Reserves							
Capital Funded	473	552	460	331	(269)	(300)	(295)
<b>Capital Budget £'000s</b>	<b>Final Budget 2014/15</b>	<b>Actual 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>	<b>Budget 2019/20</b>
	0	0	0	0	0	0	0

#### 2016/17 Expenditure

#### 2016/17 Income

### Summary of major budget etc. changes 2016/17

ER07 = (£200k)  
EN09 = (£40k)  
EN11 = (£62k)  
ER20 = (£157k)  
ER22 = (£10k)  
ER23 = (£86k)  
ENV20 = (£35k)

ER03 = (£75k)  
HPDG reserve adjustment = (£84k)

#### 2017/18

#### 2018/19

#### 2019/20

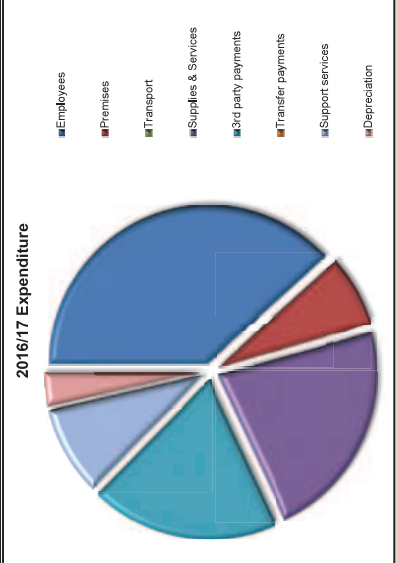
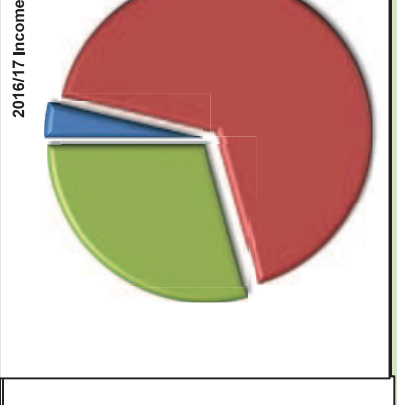
#### ENV20 = (£35k)

Development and Building Control

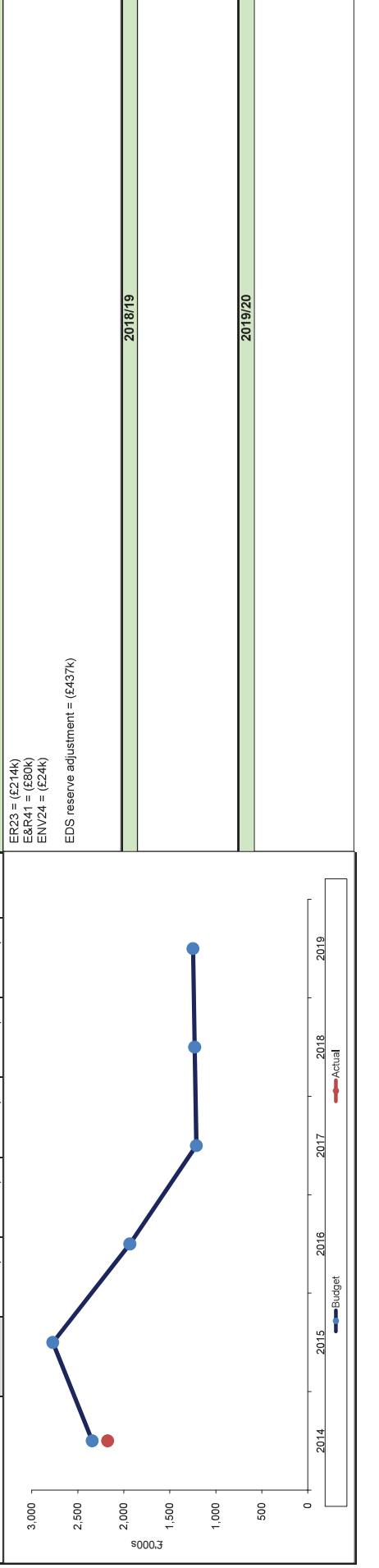
APPENDIX 6  
Risk

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT	Likelihood	Impact	Score
<b>Commercialisation of Building Control</b>					
Project 1	Project Title: This is to ensure Building Control is more commercially aware in a more competitive market.	Improved efficiency (savings)	6	2	12
Start date	2013-14				
End date	2016-17				
<b>Mobile/Home working</b>					
Project 2	Project Title: This is introducing mobile and home working to the teams.	Improved efficiency (savings)	2	2	4
Start date	2014-15				
End date	2016-17				
<b>Improving the development management processes</b>					
Project 3	Project Title: As part of sustainable communities to provide an end to end development management process to deliver regeneration objectives.	Improved effectiveness	2	2	4
Start date	2014-3				
End date	2016-17				
<b>developing eforms and M3 capability and e-payments</b>					
Project 4	Project Title: Enforcement eforms , BC eforms and DC e-payments	Improved customer experience	4	1	4
Start date	2014-5				
End date	2016-17				
<b>Section review</b>					
Project 5	Project Title: Section review looking the structure and interaction with other services	Efficiencies and savings	3	2	6
Start date	2014-15				
End date	2016-17				
<b>Shared services review with other LA's (part of TOM)</b>					
Project 6	Project Title: Looking at opportunities for sharing householder and /or admin back office services with adjoining authorities	Select one major benefit	2	2	4
Start date	2014/15				
End date	2016-17				
<b>Lean review of pre-application process (part of TOM)</b>					
Project 7	Project Title: To ensure the process is efficient and robust from a customer perspective and to investigate any further income opportunities.	Select one major benefit	6	1	6
Start date	2014/15				
End date	2016-17				
<b>Re-procurement of M3 or equivalent IT system</b>					
Project 8	Project Title: Either M3 engage cloud based system or equivalent. Potentially shared with nearby authorities	Select one major benefit	3	1	3
Start date	2014/15				
End date	2016-17				
<b>Further develop Planning Performance agreements potential</b>					
Project 9	Project Title: Ensure cost neutral or better: staffing levels to ensure this can be delivered	Select one major benefit	1	2	2
Start date					
End date					
<b>Project 10</b>					
Project Title:	Select one major benefit				
Project Details:					
Start date					
End date					

Future Merton	Planning Assumptions					2017/18	2018/19	2019/20	service contributes to
	2014/15	2015/16	2016/17	2017/18	2018/19				
CIL Andrew Judge Cabinet Member for Sustainability & Regeneration Enter a brief description of your main activities and objectives below futureMerton is tasked with delivering development, regeneration, economic growth and accommodating population growth for the long-term sustainability of the borough. (to be merged with Traffic & Highways in 2015/16)	Anticipated demand	208,822	211,569	214,229	216,806	218,100	218,100	218,101	Asset Management Plan
	Population	7700	7900	8100	8150	8200	8200	8201	Road Safety Plan
Develop new Local Plan policies and site assembly strategies to support regeneration, economic development and growth objectives Develop sustainable development policies to support Merton's commitment to carbon reduction design quality in the borough Develop urban design / planning frameworks to support regeneration and growth and increase design quality in the borough Partner with the South West Local Enterprise Partnership (LEP) to support regeneration and growth objectives Attract developer interest, external funding and inward investment, public sector funding and support to deliver our regeneration and growth objectives To develop transport policies and secure external funding from Transport for London (TfL) to deliver improvements to Merton's public realm, transport infrastructure and sustainable travel Lead on Major Planning developments (Wimbledon Stadium / YMCA / Rainbow Yards / Colliers Wood Tower, St. Georges Quarter, Morden town centre, Wimbledon Station, RediscoveMicham) LBM lead on planning and design quality for emerging estate regeneration proposals in partnership with Circle (High Path, Eastfrick, Ravensbury) and Moat (Pollards Hill) LBM lead on non-operational property assets decisions for growth and regeneration investment purposes. LBM lead on Crossrail 2, Tramlink Extension, ID growth opportunities and external funding opportunities	Actual businesses in borough	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Local Implementation Plan	
	Actual businesses in borough	27	24.54	16.54	14.54	14.54	14.54	14.54	Local Transport Plan
Anticipated non financial resources	Staff (FTE)	1	2	2	0	0	0	0	Community Plan
	Staff (Apprentices)	2	2	2	0	0	0	0	Climate Change Strategy
Performance indicator	Performance Targets (T) & Provisional Performance Targets (P)	2014/15(T)	2015/16(T)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	Indicator type	Main impact if indicator not met
	New homes target (number per year)	320	411	411	411	411	411	Outcome	Loss of Government grant
Performance indicator	Reduction in KSIFs: road traffic accidents (Number of incidents)	55	50	45	42	40	40	Outcome	Reputational risk
	% Modal increase in cycling from 2% 2012 baseline	2.0	3.0	0.2	0.2	0.2	0.2	Perception	Reputational risk
Performance indicator	Number of new jobs created through EDS E63AP	300	450	600	300.0	400.0	300.0	Outcome	Environmental issues
	% of new jobs created; number that are apprentices	60	80	100	100	100	100	Perception	Reputational risk
Performance indicator	Number of new businesses created as part of EDS MBSS	100	200	300	300	300	300	Output	Political risk
	Number of new businesses created as part of EDS MBSS	100	200	300	300	300	300	Outcome	Social exclusion
Performance indicator	Number of new businesses created as part of EDS MBSS	100	200	300	300	300	300	Outcome	Reduced Business Rates



DEPARTMENTAL BUDGET AND RESOURCES				
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17
Expenditure	3,251	3,266	3,829	3,820
Employees	1,260	1,365	1,364	1,345
Premises	302	296	286	286
Transport	10	9	3	3
Supplies & Services	879	892	1,358	795
3rd party payments	389	284	354	673
Transfer payments	287	300	322	322
Support services	124	124	123	123
Depreciation	124	124	123	123
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17
Income	908	1,090	1,058	1,586
Government grants	134	134	94	57
Reimbursements	472	615	622	1,053
Customer & client receipts	302	341	342	466
Recharges				466
Reserves				
Capital Funded				
Council Funded Net Budget	2,343	2,176	2,771	1,934
Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17
Town Centre Investment	1,488	1,488	1,037	1,037
Milcham Schemes	598	778	1,000	700
Colliers Wood Schemes	359	1,199		
Industrial Estate Investment	100		450	
Morden TfL			120	220
Transportation Enhancements		367		5,000
Other			465	
Council Funded Net Budget	0	1,324	3,732	3,072



Summary of major budget etc changes 2016/17

ER23 = (£130k)  
 EN42 = (£50k)  
 E&R40 = (£60k)  
 E&R42 = (£20k)

EDS reserve adjustment = (£193k)  
 HFDG reserve adjustment = (£50k)  
 HFDG reserve adjustment = (£50k)

ER23 = (£214k)  
 E&R41 = (£80k)  
 ENV24 = (£24k)

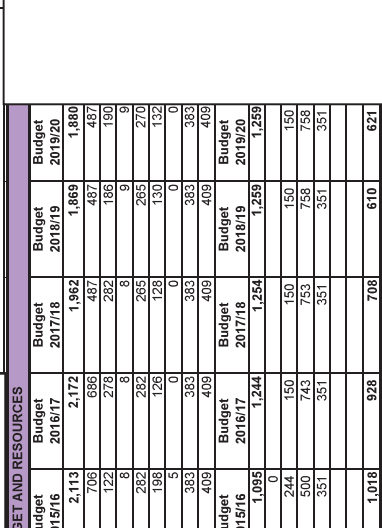
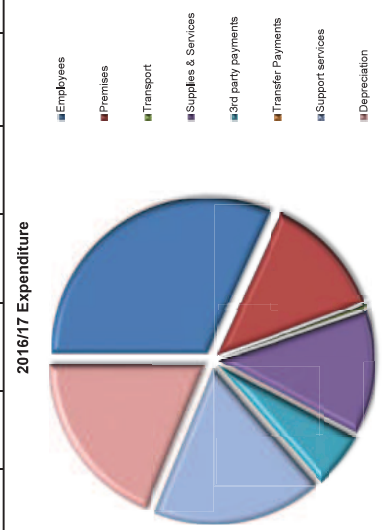
EDS reserve adjustment = (£437k)

PROJECT DESCRIPTION			MAJOR PROJECT BENEFITS			Likelihood	Impact	Score
<b>Project 1</b>			<b>Local Plan: Estate Regeneration</b>					
Start date	2014/15	Project Title:	Working with Circle Merton Priority to deliver investment in new homes and the regeneration of High Path, Eastfields and Ravensbury estates. Supported by the preparation of a Local Plan (DPD) Also working with Moat housing to coordinate investment in regenerating Pollards Hill.			3	2	6
End date	2024/25	Project Details:						
<b>Project 2</b>			<b>Rediscover Mitcham</b>					
Start date	2012-13	Project Title:	Revitalising Mitcham Fair Green and surrounding streets by investing c£6m in the public realm, local businesses, and transport proposals, working closely with local residents, the business community and Transport for London. Rediscover Canons HLF Bids (Parks for People and Townscape Heritage c£2.5m)			2	2	4
End date	2016-17	Project Details:						
<b>Project 3</b>			<b>Connecting Colliers Wood / South Wimbledon Planning Framework</b>					
Start date	2014-15	Project Title:	Work with stakeholders to facilitate the regeneration and growth of Colliers Wood / South Wimbledon via preparation of GLA Development Framework (strategic masterplan, delivery of public real, new homes and town centre re-designation) Stage 1: delivery c£2.5m investment in 'Connecting Colliers Wood' public realm project on track to complete summer 2015. Masterplan to follow 2015/16+			4	1	4
End date	2019-20	Project Details:						
<b>Project 4</b>			<b>Wimbledon Stadium</b>					
Start date	2011-12	Project Title:	Delivery of a new stadium and associated developments, working with stakeholders on a masterplan for the site following the outcome of the <i>Sites and Policies Plan</i>			3	1	3
End date	2016-17	Project Details:						
<b>Project 5</b>			<b>Climate Change Strategy &amp; Action Plan</b>					
Start date	2014-15	Project Title:	Managing internal and external energy efficiency and renewable energy investment in the council's buildings, schools and in the wider community to reduce carbon while saving money, towards the creation of a revolving invest-to-save investment fund. Other projects include Air Quality, Greening Businesses, PV roll-out and District Heat & Power feasibility			2	2	4
End date	2018-19	Project Details:						
<b>Project 6</b>			<b>futureWimbledon &amp; Crossrail 2</b>					
Start date	2014-15	Project Title:	Identifying the growth potential of Wimbledon as the premier business hub in South London. Explore investment and development opportunities linked to Crossrail 2 and improving the quality of architecture, design and placemaking. Conference (2013) Ideas Competition (2014) Inward investment Prospectus (2015/16) Masterplan linked to Crossrail 2 (2015/16-2017/18)			2	2	4
End date	2022-23	Project Details:						
<b>Project 7</b>			<b>Morden Town Centre Regeneration</b>					
Start date	2011/12	Project Title:	Growth, investment and intensification to support regeneration in Morden. Strategic Planning Policies (2011-2013) Development Brief with TFL for Morden Station (2014) Major scheme bid to TFL for public realm overhaul and gyratory removal (2015/16) GLA Housing Zone bid (2014/2016) Development Partner selection (2015/16-2016/17) Physical project delivery c2017/18			3	2	6
End date	2019/2020	Project Details:						
<b>Project 8</b>			<b>Economic Development Strategy and Action Plans</b>					
Start date	2012-13	Project Title:	Inward Investment and Business Retention Strategy. Employment and Skills Strategy. Merton Business Support Service, Merton Micro Loan and Business Loan Fund.			2	1	2
End date	2016-17	Project Details:						
<b>Project 9</b>			<b>Smarter travel: road safety</b>					
Start date	2013-14	Project Title:	Running various programmes to improve road safety and encourage smarter and healthier travel choices, including adult and children cycle training, walk to school, motorcycle and learner driver training. Reduces road related injuries and helps Merton deliver its share of the Mayor's Transport Strategy.			2	2	4
End date	2016-17	Project Details:						
<b>Project 10</b>			<b>Borough Cycling Initiatives</b>					
Start date	2014-15	Project Title:	TFL Quietways funding for cycling infrastructure improvements. TFL Major Scheme bid for Wimbledon Town Centre cycle segregation scheme (2014/15-2017/18)			2	1	2
End date	2024-26	Project Details:						

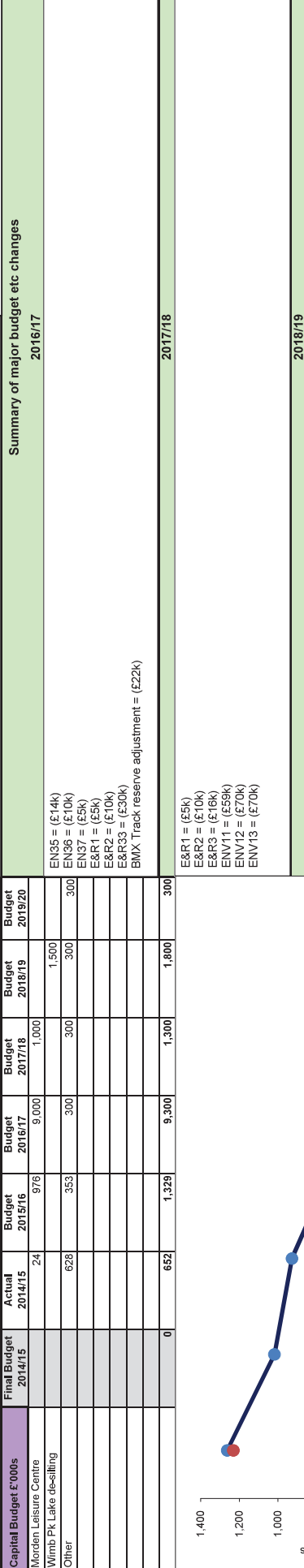
2014/15	Planning Assumptions					2017/18	2018/19	2019/20
	2014/15	2015/16	2016/17	2017/18	2018/19			
Anticipated demand	208,822	211,569	214,229	216,806	219,316	Asset Management Plan	213,497	
Population	7,700	7,900	8,080	8,200	8,700	Children & Young person's Plan	12,410	
Nc. of Children & Young People aged 0-17 in west of borough	126,100	126,850	127,540	128,100	104,155	Cultural Strategy	100,768	
Population of most disadvantaged wards	824,433	832,677	841,004	878,105	942,592	Community Plan	970,028	
Users of Merton's Leisure Centres	2014/15	2015/16	2016/17	2017/18	2018/19	Open Spaces Strategy	2019/20	
Income £ from Merton Active Plus	50,000	60,000	60,000	60,000	60,000	Social Inclusion Strategy	6,6	
Income £ from Watersports Centre	367,000	377,000	387,000	397,000	402,000	Voluntary Sector Strategy	7	
14-25 yr old Fitness Centre Participation at leisure centres	100,000	103,000	106,000	108,000	106,000		30	
External Capital & Revenue funding	320,000	100,000	100,000	100,000	100,000			
% residents rating facilities Good to Excellent	51.5	45.0	45.0	45.0	48.0			
Total Number of Users of Merton's Leisure Centres	824,433	832,677	841,004	878,105	942,592			
Total Number of Users of Polka Theatre	92,785	93,690	93,916	94,600	95,000			

**Leisure & Cultural Development**  
**Cllr Nick Draper Cabinet Member for Community & Culture**  
 Enter a brief description of your main activities and objectives below  
 Engage local people in healthy living and lifestyle changes through increased involvement and participation in sports, arts, cultural and physical activities and events, by working with local organisations and clubs to provide a range of opportunities for leisure, culture and sport offer, and events on offer in the borough - thus creating a universal culture and sport offer.  
 Specifically:  
 - Build a replacement Morden Park Pool and vary the contract to take account of the changes  
 - Produce a Masterplan & fully-costed implementation plan for Wimbledon Park & Lake, including a solution for the silting of the lake problem  
 - Transform our services including a service restructure following Phase C contracts; continue to drive services to be more commercial wherever possible; move to deliver through improved technology in conjunction with the corporate centre  
 - Contribute towards services provisions meeting outcomes across the Local Strategic Partnerships using Merton's Culture & Sport Framework, commissioning and contracting as well as accessing external grants  
 - Deliver Merton's contribution to major sports, arts & cultural events.  
 - Manage Leisure Centres & Wimbledon Theatre contracts, one public hall, a water sports centre and all of the booking functions (pitch hire, cemeteries; allotments; activity programmes; pavilions; hall; street tree administration, etc).

2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
50,000	60,000	60,000	60,000	60,000	60,000	High	Monthly	Business critical	Loss of income
367,000	377,000	387,000	397,000	402,000	402,000	High	Monthly	Business critical	Loss of income
100,000	103,000	106,000	108,000	106,000	106,000	High	Monthly	Output	Reduced uptake of service
320,000	100,000	100,000	100,000	100,000	100,000	High	Quarterly	Output	Reduced customer service
51.5	45.0	45.0	45.0	48.0	48.0	High	Annual	Outcome	Reduced customer service
824,433	832,677	841,004	878,105	942,592	970,028	High	Monthly	Output	Reduced uptake of service
92,785	93,690	93,916	94,600	95,000	95,000	High	Quarterly	Output	Reduced uptake of service



DEPARTMENTAL BUDGET AND RESOURCES									
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2018/19	Budget 2019/20
Expenditure	2,332	2,369	2,113	2,172	1,962	1,869	1,880		
Employees	721	742	708	696	487	487	487		
Premises	249	196	122	278	282	186	190		
Transport	9	13	8	8	8	9	9		
Supplies & Services	293	281	282	282	265	265	270		
3rd party payments	175	210	198	126	128	130	132		
Transfer Payments	5	5	5	0	0	0	0		
Support services	361	408	383	383	383	383	383		
Depreciation	519	519	409	409	409	409	409		
Revenue £'000s	1,069	1,138	1,095	1,244	1,254	1,259	1,259		
Income	10	1	0	150	150	150	150		
Government grants	128	123	244	743	758	758	758		
Reimbursements	584	611	500	351	351	351	351		
Customer & client receipts	337	403	351	351	351	351	351		
Recharges									
Reserves									
Capital Funded									
Council Funded Net Budget	1,263	1,231	1,018	928	708	610	621		
Capital Budget £'000s	24	976	9,000	9,000	1,000	1,000	1,000		
Morden Leisure Centre									
Wimb Pk Lake des-icing									
Other									
	0	652	1,329	9,300	1,300	1,800	1,800		



PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT	Likelihood	Impact	Score
<b>Project 1</b>	<b>Morden Leisure Centre</b>				
Project Title:	Morden Leisure Centre	Improved customer experience			
Start date	2014	Deliver a new Morden Leisure Centre as a family friendly and community leisure centre to replace Morden Park Pools. Decommission and demolish the existing Morden Park Pools and reinstate the land to fit in with the Morden Park landscape	4	2	8
End date	2018				
<b>Project 2</b>	<b>Leisure Centres Contract</b>				
Project Title:	Leisure Centres Contract	Improved efficiency (savings)			
Start date	2016	Vary the Leisure Centre Contract to take account of the new Morden Leisure Centre	2	2	4
End date	2018				
<b>Project 3</b>	<b>Deliver a Wimbledon Park Masterplan</b>				
Project Title:	Deliver a Wimbledon Park Masterplan	Improved effectiveness			
Start date	2015	Develop a strategic masterplan for Wimbledon Park that takes account of all of the landscape, ecology and heritage matters as well as defining a sustainable and financially viable future for sports, culture, leisure, play facilities and ancillary facilities, etc. within the park.	2	2	4
End date	2017				
<b>Project 4</b>	<b>Implement the Wimbledon Park Lake De-silting Plans</b>				
Project Title:	Implement the Wimbledon Park Lake De-silting Plans	Improved sustainability			
Start date	2017	Following the outcomes of the Wimbledon Park & Lake Masterplan for the required improvements and solutions for the lake. Procure and implement the solutions	4	2	8
End date	2018				
<b>Project 5</b>	<b>Customer Contact Programme - Online Leisure &amp; Cultural Bookings &amp; Payment System &amp; Other Service Technological Requirements</b>				
Project Title:	Customer Contact Programme - Online Leisure & Cultural Bookings & Payment System & Other Service Technological Requirements	Improved customer experience			
Start date	2015	Work with Corporate IT on the Customer Contact Programme to deliver, improve & implement the replacement online booking & payment system for pitch, halls, pavilions, courses, events and activities in line with the whole council approach. Implement other corporate technological solutions and work with corporate IT to meet customer and service needs within that provision. Ensure service / customer needs are appropriately embedded in new ways of working.	2	2	4
End date	2016-17				
<b>Project 6</b>	<b>Commercialisation of Culture &amp; Sport Activities, Projects and Programmes</b>				
Project Title:	Commercialisation of Culture & Sport Activities, Projects and Programmes	Improved efficiency (savings)			
Start date	2014	Continue the commercialisation and development of the Merton Active Plus programme to generate increased income over a three year period to cover the salary of the officer that delivers it. Develop the Marine College and Outdoor Education Centre at the Watersports Centre. development team to cover two distinct strands of commercial and community activities.	2	2	4
End date	2016-17				
<b>Project 7</b>	<b>Community Use in the East of the Borough</b>				
Project Title:	Community Use in the East of the Borough	Improved customer experience			
Start date	2014	Work with leisure facility providers and schools to increase the size, scope and usage of their sports and leisure facilities to provide wider community leisure benefits and use. Deliver the Sports Blast Programme	2	2	4
End date	2017				
<b>Project 8</b>	<b>Increasing participation &amp; engagement in the arts, culture, sport, physical activity and well-being activities</b>				
Project Title:	Increasing participation & engagement in the arts, culture, sport, physical activity and well-being activities	Improved customer experience			
Start date	2014	Develop and deliver, with and through partners, joint community projects and programmes in the east of the borough in accordance with the Culture & Sport Framework	2	2	4
End date	2017				
<b>Project 9</b>	<b>Develop the boroughs involvement in major sporting, arts &amp; cultural events</b>				
Project Title:	Develop the boroughs involvement in major sporting, arts & cultural events	Improved customer experience			
Start date	2012	Deliver and develop Merton's contribution to the Merton's Golden Jubilee, Ride London, Etc., as well as delivering Merton's contribution to other major sporting, arts and cultural events as appropriate and required	2	2	4
End date	2018-19				
<b>Project 10</b>	<b>External Funding &amp; Inward Investment Opportunities</b>				
Project Title:	External Funding & Inward Investment Opportunities	Improved effectiveness			
Start date	2013	Seek out partnership working and funding opportunities that deliver against the Cultural Framework, as well as seeking external funding to deliver our strategic needs. Eg Morden Leisure Centre, facilities at Wimbledon Park, etc.	2	2	4
End date	2018-19				

Planning Assumptions				Anticipated demand			
2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2014/15	2015/16
14,481	Not known	Not known	Not known	Not known	Not known	Number of resident permits issued	
280,600	Not known	Not known	Not known	Not known	Not known	Number of visitor permits issued	
72	86	84	84	84	84	<b>Anticipated non financial resources</b>	
15	15	Not known dependant upon ANPR needs	Not known dependant upon ANPR needs	Not known dependant upon ANPR needs	Not known dependant upon ANPR needs	Staff (FTE)	
						Transport	

Performance indicator		Performance Targets (T) & Provisional Performance Targets (P)		Reporting cycle		Indicator type		Main impact, if indicator not met	
2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	2014/15	2015/16	2016/17	2017/18
% of parking permits issued within 5-7 days	90%	90%	90%	90%	90%	High	Outcome		
Sickness- No of days per FTE (12 month rolling average)	11	10	8	8	8	Low	Quality		
Percentage of cases won at PATAS compared to previous years data	50%	52%	54%	54%	54%	High	Business critical		
Percentage of cases lost at PATAS compared to the previous years data	23%	22%	21%	21%	21%	Low	Business critical		
Percentage of cases where council does not contest at PATAS due to new evidence compared to the previous years data	27%	26%	25%	25%	25%	Low	Business critical		
Percentage of Public Space CCTV cameras working	95%	95%	95%	95%	95%	High	Business critical		

DEPARTMENTAL BUDGET AND RESOURCES															
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
<b>Expenditure</b>	4,745	4,796	5,195	5,097	4,765	4,723	4,742	<b>Employees</b>	10,970	11,930	15,490	17,051	16,049	15,712	15,712
Employees	2,501	2,523	2,788	2,710	2,405	2,405	2,405	Premises							
Premises	637	658	641	629	636	642	649	Transport							
Transport	140	145	140	124	80	82	84	Supplies & Services							
Supplies & Services	298	290	370	377	383	389	395	3rd party payments							
3rd party payments	260	229	264	265	289	213	217	Transfer payments							
Transfer payments								Support services							
Support services	832	874	905	905	905	905	905	Depreciation							
Depreciation	77	77	87	87	87	87	87								
<b>Income</b>	12,077	11,930	15,490	17,051	16,049	15,712	15,712								
Government grants															
Reimbursements															
Customer & client receipts	12,077	11,930	15,480	17,051	16,049	15,712	15,712								
Recharges															
Reserves															
Capital Funded															
<b>Council Funded Net Budget</b>	<b>(7,332)</b>	<b>(7,134)</b>	<b>(10,285)</b>	<b>(11,954)</b>	<b>(11,284)</b>	<b>(10,989)</b>	<b>(10,970)</b>								

**Summary of major budget etc. changes 2016/17**

EN02 = (£226k)  
 E&R7 = (£1,25k)  
 E&R8 = (£1,700k)  
 E&R9 = (£500k)  
 E&R10 = (£80k)  
 E&R11 = (£60k)  
 E&R12 = (£14k)  
 ANPR income reduction = £1,300k

EV11 = (£125k)  
 E&R7 = (£163k)  
 E&R8 = £1,540k  
 ENV02 = (£190k)  
 ENV03 = (£48k)  
 ENV04 = (£250k)  
 ENV05 = (£70k)  
 ENV06 = (£46k)  
 ENV03 = (£250k)  
 ANPR income reduction = £250k

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

**2016/17 Expenditure**

**2016/17 Income**

**2017/18**

**2018/19**

**2019/20**

Parking

APPENDIX 6  
Risk

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT	Likelihood	Impact	Score
<b>Project 1</b>	<b>Project Title:</b>	Tackling Traffic Congestion  Replace the existing Bus Lane and Moving Traffic enforcement cameras and back office system with an Automatic Number Plate Recognition (ANPR) to enable unmanned enforcement of the above type of enforcement contraventions.	2	2	4
Start date	<b>Project Details:</b>				
End date					
<b>Project 2</b>	<b>Project Title:</b>	Cashless parking  Rollout a cashless/mobile phone payment service for on and off-street parking charges, permits and suspensions.	1	1	1
Start date	<b>Project Details:</b>				
End date					
<b>Project 3</b>	<b>Project Title:</b>				
Start date	<b>Project Details:</b>				
End date					
<b>Project 4</b>	<b>Project Title:</b>				
Start date	<b>Project Details:</b>				
End date					
<b>Project 5</b>	<b>Project Title:</b>				
Start date	<b>Project Details:</b>				
End date					
<b>Project 6</b>	<b>Project Title:</b>				
Start date	<b>Project Details:</b>				
End date					
<b>Project 7</b>	<b>Project Title:</b>				
Start date	<b>Project Details:</b>				
End date					
<b>Project 8</b>	<b>Project Title:</b>				
Start date	<b>Project Details:</b>				
End date					
<b>Project 9</b>	<b>Project Title:</b>				
Start date	<b>Project Details:</b>				
End date					
<b>Project 10</b>	<b>Project Title:</b>				
Start date	<b>Project Details:</b>				
End date					





Parks and Green Spaces

APPENDIX 6  
Risk

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Likelihood	Impact	Score
<b>Project 1</b>		<b>Management of parks &amp; open spaces</b>				
Start date	2012-13	Encourage and facilitate the management of parks and/or parks facilities by friends and other community groups. Increase volunteering in parks		2	2	4
End date	2017-18					
<b>Project 2</b>		<b>Management of bowling greens</b>				
Start date	2012-13	Review and transformation of the current bowls provisions in Merton		2	2	4
End date	2017-18					
<b>Project 3</b>		<b>Commercialisation of grounds and sports services</b>				
Start date	2012-13	Increased commercialisation of the grounds, sports and other Greenspaces' services, including outdoor events		2	2	4
End date	2018-19					
<b>Project 4</b>		<b>Service Delivery Models</b>				
Start date	2014-15	Support & input to South London Waste Partnership Phase C procurement exercise (Lot 2)		3	2	6
End date	2016-17					
<b>Project 5</b>		<b>Development of new sporting hub at Joseph Hood Rec</b>				
Start date	2012-13	Production and implementation of a new masterplan for Joseph Hood Recreation Ground		3	2	6
End date	2017-18					
<b>Project 6</b>		<b>New pavilion &amp; facilities at Dundonald Rec</b>				
Start date	2014-15	Delivery of new pavilion and allied facilities at Dundonald Rec (with CSF)		2	2	4
End date	2016-17					
<b>Project 7</b>		<b>Management of paddling pools</b>				
Start date	2013-14	Investment in new water play facilities.		2	2	4
End date	2016-17					

CLP Andrew Judge Cabinet Member for Sustainability & Regeneration	Property	Planning Assumptions							2019/20	2018/19	2017/18	2016/17	2015/16	2014/15	Anticipated demand	Performance indicator	
		2015/16	2016/17	2017/18	2018/19	2019/20											
		2015/16(T)	2016/17	2017/18(P)	2018/19(P)	2019/20(P)											
<p>Enter a brief description of your main activities and objectives below</p> <p>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 council's investment portfolio to maximise income, managing the council's asset base to ensure that it has the accommodation necessary to support its services at a standard and an amount that supports regeneration, deal with the council's investment portfolio to ensure that it has the necessary support for its services. To deliver a programme of property sales to maximise capital receipts. 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, TOM will lead to increased efficiency driving economic development and authorities on specialisms and most significantly driving economic development and regeneration through closer working with Future Meriton. This may impact on the timing of sales and capital receipts.</p> <p>Objectives</p> <ul style="list-style-type: none"> <li>complete Asset Valuations to timetable agreed with Directors of Corporate Services</li> <li>complete all of the council's assets with Capital receipts</li> <li>critically examine operational property to ensure the council has the minimum necessary to support the business plan</li> <li>maximise revenue income by letting vacant property</li> <li>provide timely advice to inform regeneration projects</li> <li>ensure team is arranged to support objectives.</li> </ul>	The number of proposed disposals	12	4	TBC	TBC	TBC	8	8	TBC	TBC	8	8	8	9	The number of proposed disposals	Capital receipts (is this still required)	
	The number of proposed rent reviews	25	21	21	21	21	21	21	21	21	21	21	21	25	The number of proposed rent reviews	Capital receipts (is this still required)	
	The number of commercial properties	394	394	394	394	394	394	394	394	394	394	394	394	394	The number of commercial properties	Capital receipts (is this still required)	
	Anticipated non financial resources	6	6	5	5	5	5	5	5	5	5	5	5	6	Anticipated non financial resources	% Vacancy rate of prop. owned by council	
	Staff (FTE)														Staff (FTE)	% Debt owed to LHM by tenants inc. businesses	
																Asset Valuations	

DEPARTMENTAL BUDGET AND RESOURCES											
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17
Expenditure	2,140	2,205	2,068	1,980	1,920	1,908	1,914	2,140	2,205	2,068	1,980
Employees	272	256	274	223	156	156	156	272	256	274	223
Premises	343	375	283	248	233	237	237	343	375	283	248
Transport	1	1	1	1	1	1	1	1	1	1	1
Supplies & Services	156	213	158	159	161	164	166	156	213	158	159
3rd party payments	0	2	0	0	0	0	0	0	2	0	0
Transfer payments	0	0	0	0	0	0	0	0	0	0	0
Support services	444	434	471	471	471	471	471	444	434	471	471
Depreciation	924	924	881	881	881	881	881	924	924	881	881
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17
Income	4,530	4,721	4,549	4,566	4,609	4,749	4,749	4,530	4,721	4,549	4,566
Government Grants	5	17	5	5	5	5	5	5	17	5	5
Reimbursements	4,042	4,223	4,042	4,059	4,102	4,242	4,242	4,042	4,223	4,042	4,059
Customer & Client receipts	483	461	502	502	502	502	502	483	461	502	502
Recharges											
Reserves											
Capital Funds											
Council Funded Net Budget	(2,390)	(2,516)	(2,481)	(2,586)	(2,689)	(2,841)	(2,835)	(2,390)	(2,516)	(2,481)	(2,586)

### 2016/17 Expenditure

### 2016/17 Income

### Summary of major budget etc. changes 2016/17

ER23 = (£52k)  
E&R6 = (£39k)

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### 2017/18

ER23 = (£18k)  
E&R5 = (£82k)  
ENV34 = (£8k)

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### 2018/19

E&R6 = (£18k)  
ENV14 = (£100k)  
ENV34 = (£40k)

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### 2019/20

### Wimbledon Scouts

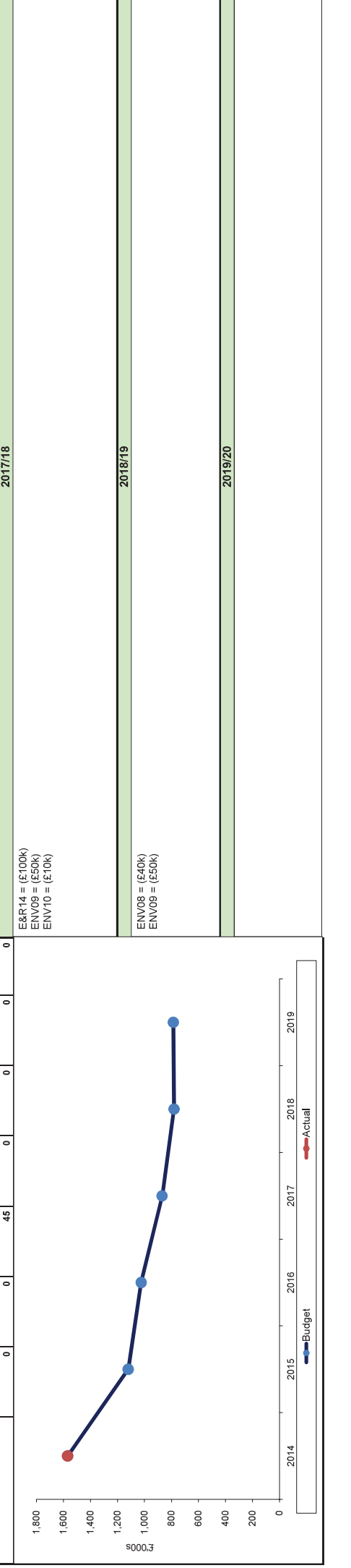
PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Likelihood	Impact	Score
West Barnes Library		Infrastructure renewal		2	2	4
Project 1	Project Title:					
Start date	Project Details:	Reprovision of library within larger redevelopment				
End date						
Project 2	Project Title:	P4/Broadway Car Park				
Start date	Project Details:	Disposal of public car park to regenerate prominent town centre site.		1	2	2
End date						
Project 3	Project Title:					
Start date	Project Details:					
End date						
Project 4	Project Title:					
Start date	Project Details:					
End date						
Project 5	Project Title:					
Start date	Project Details:					
End date						
Project 6	Project Title:					
Start date	Project Details:					
End date						
Project 7	Project Title:					
Start date	Project Details:					
End date						
Project 8	Project Title:					
Start date	Project Details:					
End date						
Project 9	Project Title:					
Start date	Project Details:					
End date						
Project 10	Project Title:					
Start date	Project Details:					
End date						

Regulatory Services Partnership Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration	Planning Assumptions						2017/18	2018/19	2019/20
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20			
Anticipated demand	1535	1751	1756	1762	1767	1770			
Total number of food premises	6250	6500	6760	7030	7030	7030			
Total number of service requests	1870	1880	1890	1900	1900	1900			
Anticipated non financial resources	28	29	29	29	29	29			
Staff (FTE)									

Performance indicator	Performance Targets (T) & Provisional Performance Targets (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2014/15(T)	2015/16(T)	2016/17(T)	2017/18(T)	2018/19(P)	2019/20(P)				
% service requests replied in 5 working days	85	90	95	96	96	96	High	Monthly	Perception	Reduced customer service
Income generation by EHTSL	£345,000	£345,000	£345,000	£345,000	£345,000	£345,000	High	Monthly	Outcome	Loss of income
% of category A,B & C food premises inspected	95	96	97	98	98	98	High	Annual	Business critical	Government intervention
No. of underage sales test purchases	220	100	100	100	100	100	High	Quarterly	Business critical	Anti social behaviour
Pollution exceedances for nitrogen oxide and PM10s	NEW	A/W data					High	Quarterly	Business critical	Reduced enforcement
% licensing apps processed within 21 days	95	96	96	96	98	98	High	Quarterly	Business critical	Reputational risk
% of food premises rated 2* or above (to be removed?)	92	94	95	96	96	96	High	Quarterly	Outcome	Reputational risk
Number of planning consultations received	NEW	A/W data					High	Quarterly	Business critical	Reputational risk

DEPARTMENTAL BUDGET AND RESOURCES											
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16
Expenditure	2,668	2,751	2,579	2,672	2,667	2,629	2,634	Income	1,087	1,183	1,459
Employees	1,839	1,938	2,049	2,058	2,018	2,018	2,018	Government grants	7	7	7
Premises	45	34	39	39	40	40	41	Reimbursements	746	791	1,115
Transport	280	260	138	130	131	131	133	Customer & client receipts	344	394	344
Supplies & Services	131	127	103	103	105	106	108	Recharges			
3rd party payments	371	392	334	334	334	334	334	Reserves			
Transfer payments								Capital Funded			
Support services								Depreciation			
Depreciation											
Capital Funded											
Council Funded Net Budget	1,569	1,568	1,120	1,024	869	781	786				

Summary of major budget etc. changes 2016/17											
Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16
			45					E&R13 = (£50k)			
								E&R15 = (£50k)			



APPENDIX 6

Regulatory Services Partnership

PROJECT DESCRIPTION		MAJOR PROJECT BENEFITS		Likelihood	Impact	Score
<b>Project 1</b>						
Start date	2016-17	Expansion of shared 'regulatory' service		3	2	6
End date	2017-18	Potential expansion of the Regulatory Services Partnership to include the London Borough of Wandsworth in 2017.				
<b>Project 2</b>						
Start date	2015-16	Work with Public Health England to deliver 'Healthy Catering Commitment'		2	1	2
End date	2016-17	Public Health have funded a 1 year fixed term contract for an Environmental Health Officer to deliver this project				
<b>Project 3</b>						
Start date	2015-16	Rationalisation of administration and licensing teams		2	1	2
End date	2016-17	Rationalisation of the Merton and Richmond administration and licensing teams to improve business processes, generate efficiencies and improve the outcomes for customers				
<b>Project 4</b>						
Start date	2014-15	Procurement of a new ICT case management system		3	2	6
End date	2016-17	Contribution to the ICT led procurement of a new computer system for E&R and potential joint procurement with Richmond and Wandsworth				
<b>Project 5</b>						
Start date	2013-14	Investigation of contaminated land at Marlowe Square		5	2	10
End date	2016-17	Assess outcomes of wide scale soil sampling activities and develop action plan for treatment/remediation as necessary to reduce the risk of harm to local residents				
<b>Project 6</b>						
Start date	2014-15	Design and implement a joint Merton/Richmond budget		2	1	2
End date	2016-17	Design and implement a joint revenue (income & expenditure) budget on a 50/50 costs apportionment model				
<b>Project 7</b>						
Start date						0
End date						
<b>Project 8</b>						
Start date						0
End date						
<b>Project 9</b>						
Start date						0
End date						
<b>Project 10</b>						
Start date						0
End date						

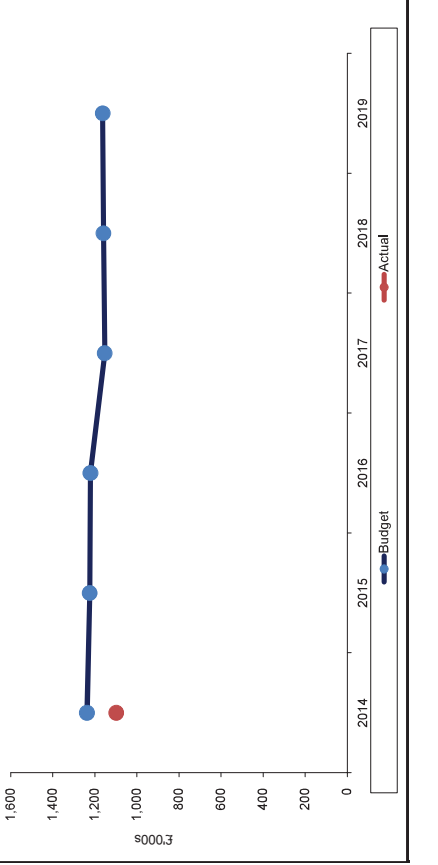
		Planning Assumptions							service contributes to	
		2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2014/15	2015/16	
<b>Anticipated demand</b>										
Number of new ASB cases		609	620	640	640	600	600	Adult Treatment Plan		
Population		208,822	211,569	214,229	216,806	216,806	216,806	Anti Social Behaviour		
No. Multi Agency Risk Assessment cases (domestic abuse)		156	160	162	162	162	162	Central Government		
Clients presenting at the One Stop Shop		230	260	280	280	230	230	Children & Young person's Plan		
<b>Anticipated non financial resources</b>								Community Plan		
Staff (FTE)		21.97	10	8.3	8.3	8.3	8.3	Crime & Disorder (partnership plan)		
E Meriton & Micham Nbourhood Renewal										

		Performance Targets (T) & Provisional Performance Targets (P)							Indicator type		Main impact if indicator not met									
		2014/15(T)	2015/16(T)	2016/17(T)	2017/18(T)	2018/19(T)	2019/20(T)	2014/15(P)	2015/16(P)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	Outcome	Reputational risk	Reputational risk	Reputational risk	Breach statutory duty	Reduced service delivery	Reduced service delivery
<b>Performance indicator</b>																				
% of residents worried about drunk & rowdy behaviour (ARS)		44	40	39	39	38	38	38	38	38	38	38	38	Annual	Low	Low	Low	Business critical	Business critical	Business critical
% of residents worried about ASB (ARS)		43	43	42	42	41	41	41	41	41	41	41	41	Annual	Low	Low	Low	Business critical	Business critical	Business critical
% of residents worried about crime (ARS)		50	50	49	49	48	48	48	48	48	48	48	48	Monthly	High	High	High	Business critical	Business critical	Business critical
Multi Agency Risk Assessment cases - domestic abuse		129	141	153	153	153	153	153	153	153	153	153	153	Quarterly	High	High	High	Business critical	Business critical	Business critical

		2016/17 Expenditure							2016/17 Income						
		Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Government grants	Reimbursements	Customer & client receipts	Recharges	Reserves	Capital Funded
<b>Revenue £'000s</b>															
Final Budget 2014/15		1,632	1,456	1,502	1,543	1,476	1,481	1,485							
Actual 2014/15		848	768	741	747	677	677	677	Employees						
Expenditure									Premises						
Employees		2	1	7	2	2	2	2	Transport						
Premises		179	184	142	177	176	182	185	Supplies & Services						
Transport		272	194	251	251	252	294	255	3rd party payments						
Supplies & Services		0	0	0	0	0	0	0	Transfer payments						
3rd party payments		250	240	234	234	234	234	234	Support services						
Transfer payments		94	84	125	125	125	125	125	Depreciation						
Support services															
Depreciation															
<b>Revenue £'000s</b>															
Final Budget 2014/15		395	359	278	323	323	323	323							
Actual 2014/15		226	203	108	153	153	153	153							
Income															
Government Grants		163	154	164	164	164	164	164							
Reimbursements		6	2	6	6	6	6	6							
Customer & client receipts															
Recharges															
Reserves															
Capital Funded		1,237	1,097	1,224	1,220	1,153	1,158	1,162							

		Summary of major budget etc. changes 2016/17							
		Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
<b>Capital Budget £'000s</b>									
Final Budget 2014/15		0	0	0	0	0	0	0	0
Actual 2014/15		0	0	0	0	0	0	0	0
Budget 2016/17									
Budget 2017/18									
Budget 2018/19									
Budget 2019/20									

E&R43 = (£70k)



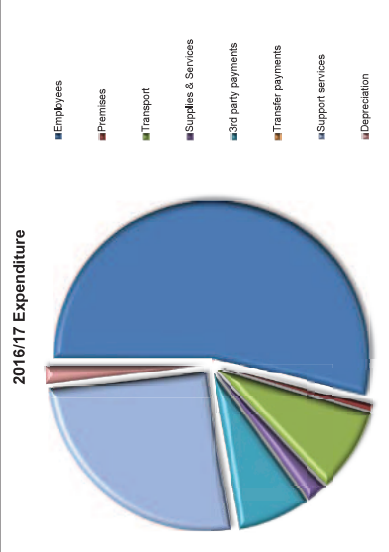
PROJECT DESCRIPTION		MAJOR PROJECT BENEFITS		Likelihood	Impact	Score
<b>Project 1</b>	<b>Project Title:</b> Restructure of Safer Merton					
Start date	01/04/2015	Project Details:		4	1	4
End date	31/12/2015	Comprehensive restructure of entire service including priorities, location etc.				
<b>Project 2</b>	<b>Project Title:</b> Review of IOM partnership working					
Start date	01/01/2016	Project Details:		4	1	4
End date	31/03/2016	Comprehensive review of stakeholder relationship				
<b>Project 3</b>	<b>Project Title:</b>					
Start date		Project Details:				
End date		Select one major benefit				
<b>Project 4</b>	<b>Project Title:</b>					
Start date		Project Details:				
End date		Select one major benefit				
<b>Project 5</b>	<b>Project Title:</b>					
Start date		Project Details:				
End date		Select one major benefit				
<b>Project 6</b>	<b>Project Title:</b>					
Start date		Project Details:				
End date		Select one major benefit				
<b>Project 7</b>	<b>Project Title:</b>					
Start date		Project Details:				
End date		Select one major benefit				
<b>Project 8</b>	<b>Project Title:</b>					
Start date		Project Details:				
End date		Select one major benefit				
<b>Project 9</b>	<b>Project Title:</b>					
Start date		Project Details:				
End date		Select one major benefit				
<b>Project 10</b>	<b>Project Title:</b>					
Start date		Project Details:				
End date		Select one major benefit				



2014/15	Planning Assumptions				2017/18	2018/19	2019/20
	2014/15	2015/16	2016/17	2017/18			
Anticipated demand	208,822	211,569	214,229	216,806	218,000	220,000	
Population	81,000	81,400	81,800	82,100	82,400	85,000	
Housing Properties	375	375	375	375	375	375	
Kilometers of Roads							
Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	
Staff (FTE)	127	127	116	99	99	99	
Transport	26	26	26	26	26	26	

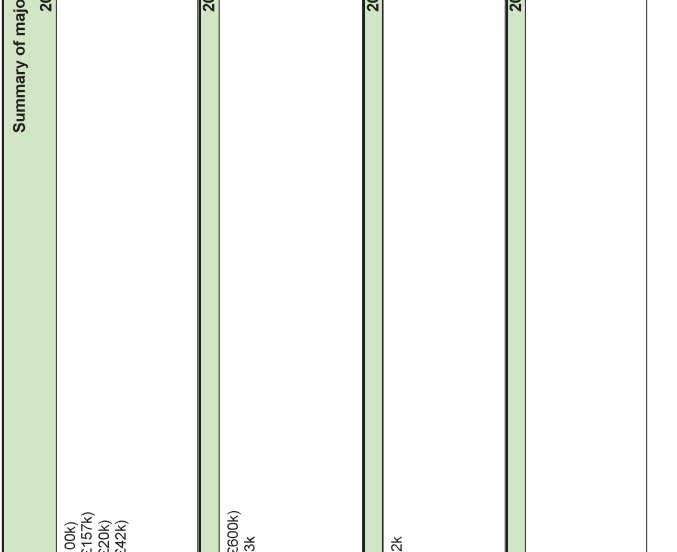
2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)
60	56	57	58	59	59
7.5	9.5	9	8.5	8	8
12	15	14.5	14	13.5	13.5
5.0	5.5	5.5	5.5	5.5	5.5
14.00	13.50	13.00	12.5	12	12
3200	3700	3600	3500	3400	3400
10	15	14	13	12	12
1	1	1	1	1	1
New	65%	68%	70%	72%	72%

Performance indicator	2017/18	2018/19	2019/20	Indicator type	Reporting cycle	Polarity	Main impact if indicator not met
% Residents satisfied with street cleanliness	High	High	High	Perception	Annual	High	Reputational risk
% Sites surveyed below standard for litter	Low	Low	Low	Perception	Quarterly	Low	Reputational risk
% Sites surveyed below standard for Dfstribus	Low	Low	Low	Perception	Quarterly	Low	Reputational risk
% Sites surveyed below standard for graffiti	Low	Low	Low	Perception	Quarterly	Low	Reputational risk
% Sites surveyed below standard for weeds	Low	Low	Low	Perception	Quarterly	Low	Reputational risk
Number of fly tips reported	Low	Low	Low	Outcome	Monthly	Low	Reputational risk
Days lost through sickness per FTE	Low	Low	Low	Outcome	Quarterly	Low	Increased costs
% Sites surveyed below standard for flyposting	Low	Low	Low	Perception	Quarterly	Low	Reputational risk
% of FPNs issued that have been paid	High	High	High	Output	Monthly	High	Loss of income



Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
<b>Expenditure</b>	<b>5,535</b>	<b>5,680</b>	<b>5,944</b>	<b>5,604</b>	<b>5,021</b>	<b>5,036</b>	<b>5,052</b>
Employees	3,270	3,351	3,289	3,008	2,513	2,513	2,513
Premises	271	351	371	36	31	31	32
Transport	482	474	482	481	409	416	423
Supplies & Services	160	160	160	117	99	101	103
3rd party payments	428	365	435	421	428	434	440
Transfer payments							
Support services	1,168	1,197	1,447	1,447	1,447	1,447	1,447
Depreciation	0	0	94	94	94	94	94
<b>Revenue £'000s</b>	<b>452</b>	<b>452</b>	<b>452</b>	<b>472</b>	<b>469</b>	<b>467</b>	<b>467</b>
Government grants							
Reimbursements							
Customer & client receipts	452	587	452	472	469	467	467
Recharges							
Reserves							
Capital Funded							
<b>Council Funded Net Budget</b>	<b>5,083</b>	<b>4,933</b>	<b>5,492</b>	<b>5,132</b>	<b>4,552</b>	<b>4,569</b>	<b>4,586</b>

Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
	0	0	0	0	0	0	0



Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
	0	0	0	0	0	0	0

Street Cleaning

APPENDIX 6  
Risk

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Likelihood	Impact	Score
<b>Project 1</b>	<b>Project Title:</b> Introduce mobile working	<b>Project Details:</b> This to introduce the use of handheld devices for all operators enabling receiving of reports from residents and also to report any to the office.	Improved effectiveness	2	2	4
Start date 2014-15						
End date 2016-17						
<b>Project 2</b>	<b>Project Title:</b> Introduce timed commercial waste collections in town centres	<b>Project Details:</b> Introduce time banded waste collections in town centres starting with Wimbledon and Morden town centre now completed. We are expanding this to include Mitcham Town centre in the future.	Improved customer experience	2	2	4
Start date 2013-14						
End date 2016-17						
<b>Project 3</b>	<b>Project Title:</b> Review Street Cleansing equipment	<b>Project Details:</b> Review of Mechanicals sweeping resource with a view to consider more flexible vehicles. Procurement of new pedestrian vehicles (Gluttons) has been completed- 5 in operation across the borough.	Improved effectiveness	2	2	4
Start date 2014-15						
End date 2016-17						
<b>Project 4</b>	<b>Project Title:</b> Increase Enforcement Capacity	<b>Project Details:</b> Procurement is currently in progress with the aim of securing a two year contract for additional enforcement capacity for littering and dog fouling offences. OJEU issued Oct 2015.	Improved reputation	3	1	4
Start date 2014-15						
End date 2016-17						
<b>Project 5</b>	<b>Project Title:</b> Improved efficiency (savings)	<b>Project Details:</b> Improved efficiency (savings)	Improved efficiency (savings)			
Start date						
End date						
<b>Project 6</b>	<b>Project Title:</b> Improved effectiveness	<b>Project Details:</b> Improved effectiveness	Improved effectiveness			
Start date						
End date						
<b>Project 7</b>	<b>Project Title:</b> Improved effectiveness	<b>Project Details:</b> Improved effectiveness	Improved effectiveness			
Start date						
End date						
<b>Project 8</b>	<b>Project Title:</b> Select one major benefit	<b>Project Details:</b> Select one major benefit	Select one major benefit			
Start date						
End date						
<b>Project 9</b>	<b>Project Title:</b> Select one major benefit	<b>Project Details:</b> Select one major benefit	Select one major benefit			
Start date						
End date						

Traffic & Highways		Planning Assumptions					2019/20	
2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2017/18	2018/19	2019/20
12,673	12,673	12,673	12,673	12,673	12,673	12,673	12,673	12,673
16,640	16,710	16,710	16,710	16,710	16,710	16,710	16,710	16,710
363.5km	363.5km	363.5km	363.5km	363.5km	363.5km	363.5km	363.5km	363.5km
18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000
37	27	27	26	26	26	26	26	26

Performance indicator	Performance Targets (T) & Provisional Performance Targets (P)					Indicator type	Reporting cycle	Polarity	Main impact if indicator not met
	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)				
Avg days taken to repair out of light Lamp Columns	3	3	3	3	3	Quality	Quarterly	Low	Reduced customer service
% response to Emergency Callouts (within 2 hrs)	100	100	100	100	100	High	Monthly	High	Increased costs
% Streetworks permitting determined	98	98	98	98	98	High	Monthly	High	Loss of income
% Streetworks inspections completed	35	37	38	38	38	High	Quarterly	High	Loss of income
% jobs completed where no Fixed Penalty Notice issued	98	93	93	93	93	High	Monthly	High	Reduced customer service
% of Condition Surveys completed on time	92%	95%	95%	95%	95%	High	Annual	High	Increased costs
Carriageway Condition - Unclassified Roads non principal	21%	20%	19%	19%	19%	Low	Annual	Low	Increased costs
Footway condition - Defectiveness Condition Indicator	21%	20%	19%	19%	19%	Low	Annual	Low	Increased costs

DEPARTMENTAL BUDGET AND RESOURCES										
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2014/15	Budget 2015/16	Budget 2016/17
Expenditure	12,363	11,866	11,895	11,412	11,163	11,113	11,162			
Employees	1,819	1,565	1,336	1,166	1,136	1,136	1,136			
Premises	702	707	732	685	546	555	565			
Transport	128	128	128	113	113	114	114			
Supplies & Services	263	169	252	191	194	193	201			
3rd party payments	2,277	2,427	2,414	2,225	2,140	2,075	2,110			
Transfer payments	1,259	917	1,385	1,385	1,385	1,385	1,385			
Support services	5,915	5,915	5,951	5,651	5,651	5,651	5,651			
Depreciation	3,104	2,140	2,307	2,261	2,316	2,316	2,316			
Income	280	243	219	10	10	10	10			
Government grants	834	389	362	348	348	348	348			
Reimbursements	1,493	1,477	1,229	1,406	1,461	1,461	1,461			
Customer client receipts	497	31	497	497	497	497	497			
Recharges										
Reserves										
Capital Funded	9,259	9,726	9,588	9,151	8,847	8,797	8,846			

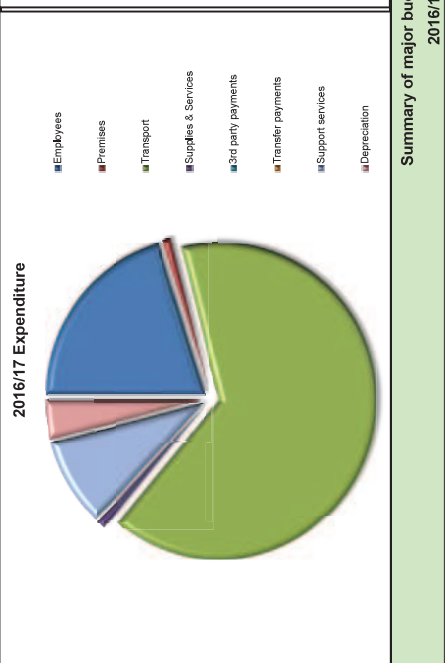
Summary of major budget etc. changes 2016/17										
Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2014/15	Budget 2015/16	Budget 2016/17
Highways Gen Planned Works	511	484	419	419	422	427	427			
Footways Planned Works	1,002	1,000	1,000	1,000	1,000	1,000	1,000			
Street Lighting	421	600	462	290	509	290	290			
Street Scene	59	191	60	60	60	60	60			
Highways Planned Road Works	1,757	1,500	1,500	1,500	1,500	1,500	1,250			
Transport For London	1,906	2,834	1,754	1,845	1,865	TBA	TBA			
	0	5,655	6,609	5,195	5,114	5,356	3,027			



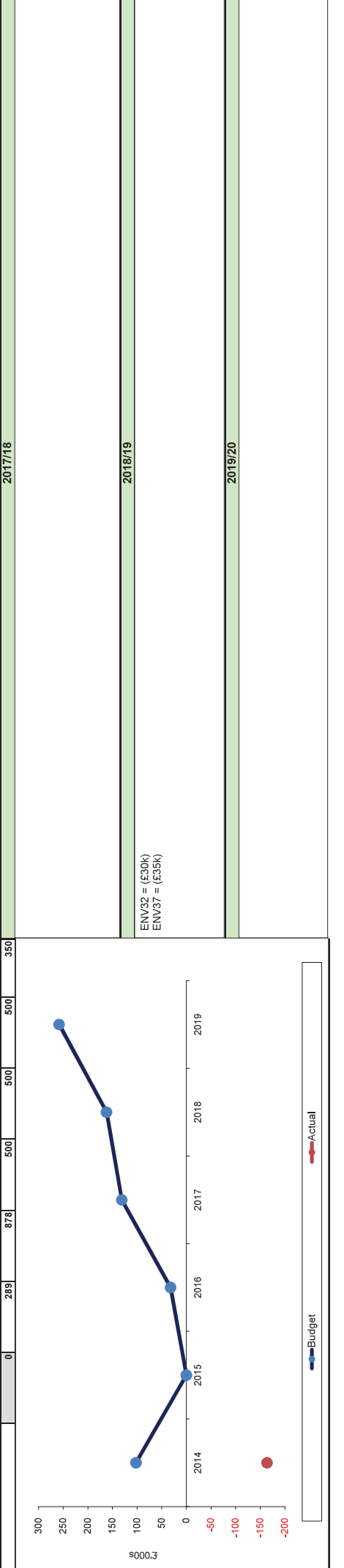
PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Likelihood	Impact	Score
<b>Project 1</b>	<b>Project Title:</b> Flood and Water Management Schemes	<b>MAJOR PROJECT BENEFIT</b> Select one major benefit				
Start date	2013-14	Development and adoption of Local Flood Risk Management Strategy.		1	1	1
End date	2016-17					
<b>Project 2</b>	<b>Project Title:</b> Delivery of Mitcham Town Centre scheme	Improved reputation				
Start date	2013-14	Major improvement to road network around Mitcham Town Centre		4	3	12
End date	2016					
<b>Project 3</b>	<b>Project Title:</b>	Select one major benefit				
Start date						0
End date						
<b>Project 4</b>	<b>Project Title:</b>	Select one major benefit				
Start date						4
End date						
<b>Project 5</b>	<b>Project Title:</b> On-line self Service System	Improved effectiveness				
Start date	2015-16	Move to on-line self service system		2	2	4
End date	2016-17					
<b>Project 6</b>	<b>Project Title:</b> 4 Year work Programme	Improved reputation				
Start date	2015-16	Development and delivery of a 4 year Capital funded work programme across the borough		2	1	3
End date	2019-20					
<b>Project 7</b>	<b>Project Title:</b> Street Lighting Investment - Conversion to LED	Improved sustainability				
Start date	2015-16	Conversion to LED to generate energy saving targets and reduce on-going maintenance costs		2	2	4
End date	2018-19					
<b>Project 8</b>	<b>Project Title:</b>	Select one major benefit				
Start date				2	2	4
End date						
<b>Project 9</b>	<b>Project Title:</b>	Select one major benefit				
Start date						
End date						
<b>Project 10</b>	<b>Project Title:</b>	Select one major benefit				
Start date						
End date						

Transport				Planning Assumptions				Anticipated demand			
2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
<p><b>CLT Andrew Judge Cabinet Member for Sustainability &amp; Regeneration</b></p> <p><b>Enter a brief description of your main activities and objectives below</b></p> <p>To provide a comprehensive and effective Home to School and Vulnerable Adults transport service, in support of the user departments such as Children Schools &amp; Families and Community &amp; Housing using the in-house fleet and taxi providers.</p> <p>Providing self drive vehicles for the in-house departments (Waste Operations, Leisure, Parking etc.) who require vehicles to carry out their services.</p> <p>Full fleet management is provided to support the council fleet of vehicles. This includes all servicing, repairs maintenance and Operators Licence requirements.</p> <p>Providing health &amp; safety and vehicle related in-house training to all council staff and external organisations</p> <p>Procurement of vehicles for the authority ensuring depots get the vehicles to suit their services, and provide assistance on vehicle specifications.</p> <p>Objectives</p> <p>Ensuring that the service provided by Transport is effective, value for money while still meeting customers expectations.</p> <p>Procurement of goods &amp; services for the workshop area. Ensuring value for money and complying with authorities standing orders</p> <p>Procurement of replacement vehicles for the whole of the authority.</p> <p>We will ensure legal compliance with regards to all statutory requirements for road transport services including operators licence requirements.</p>											
<b>Final Budget</b> 2014/15: 9,970; 2015/16: 9,766; 2016/17: 9,654; 2017/18: 9,753; 2018/19: 9,619; 2019/20: 9,915						<b>Performance Targets (T) &amp; Provisional Performance Targets (P)</b> 2014/15(T): 50; 2015/16(T): 50; 2016/17(T): 50; 2017/18(P): 50; 2018/19(P): 50; 2019/20(P): 50 2014/15(T): 75%; 2015/16(T): TBD; 2016/17(T): TBD; 2017/18(P): TBD; 2018/19(P): TBD; 2019/20(P): TBD 2014/15(T): 85; 2015/16(T): 85; 2016/17(T): 85; 2017/18(P): 85; 2018/19(P): 85; 2019/20(P): 85 2014/15(T): 97; 2015/16(T): 97; 2016/17(T): 97; 2017/18(P): 97; 2018/19(P): 97; 2019/20(P): 97 2014/15(T): 12; 2015/16(T): 12.5; 2016/17(T): 11.5; 2017/18(P): 11; 2018/19(P): 10.5; 2019/20(P): 10					
<b>Expenditure</b> Employees: 2,102; Premises: 90; Transport: 6,396; Supplies & Services: 96; 3rd party payments: 752; Support services: 534; Depreciation: 534						<b>Indicator type</b> Business critical: Monthly; Perception: Annual; Outcome: Quarterly; Unit cost: Quarterly; Outcome: Quarterly; Outcome: Annual; Unit cost: Monthly					
<b>Revenue £'000s</b> Government grants: 9,368; Reimbursements: 911; Customer & client receipts: 8,957; Recharges: 6; Reserves: Capital Funded						<b>Main impact if indicator not met</b> Reduced customer service; Reduced customer service; Reduce customer service; Increased costs; Increased costs; Reduce update of service; Increased costs					

Revenue £'000s	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Final Budget	9,970	9,766	9,654	9,753	9,619	9,915
Actual	2,102	1,986	1,960	1,930	1,930	1,930
Government grants	911	729	703	703	703	703
Reimbursements	8,957	8,957	8,919	8,919	8,954	8,954
Customer & client receipts	6	6	6	6	6	6
Recharges	6	6	6	6	6	6
Reserves						
Capital Funded						
<b>Council Funded Net Budget</b>	<b>102</b>	<b>(164)</b>	<b>32</b>	<b>131</b>	<b>162</b>	<b>258</b>



Capital Budget £'000s	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Replacement Fleet Vehicles	268	802	500	500	500	350
Other	0	76	0	0	0	0
<b>Capital Budget</b>	<b>268</b>	<b>878</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>350</b>



CLT Andrew Judge Cabinet Member for Sustainability & Regeneration

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT	Likelihood	Impact	Score
<b>Project 1</b>	Project Title: New Joint Passenger Transport Framework	Select one major benefit			
Start date 2015-16	Project Details: Joint Passenger Transport Framework with neighbouring boroughs Sutton and Kingston.		2	2	4
End date 2019-20					
<b>Project 2</b>	Project Title: Benchmarking - Internal Services	Select one major benefit			
Start date 2014-15	Project Details: To carry out benchmarking exercises on internal services to find alternative options, value for money and possible savings to client departments		2	2	4
End date 2016-17					
<b>Project 3</b>	Project Title:	Select one major benefit			
Start date	Project Details:				0
End date					
<b>Project 4</b>	Project Title:	Select one major benefit			
Start date	Project Details:				0
End date					
<b>Project 5</b>	Project Title:	Select one major benefit			
Start date	Project Details:				0
End date					
<b>Project 6</b>	Project Title:	Select one major benefit			
Start date	Project Details:				0
End date					
<b>Project 7</b>	Project Title:	Select one major benefit			
Start date	Project Details:				0
End date					
<b>Project 8</b>	Project Title:	Select one major benefit			
Start date	Project Details:				0
End date					
<b>Project 9</b>	Project Title:	Select one major benefit			
Start date	Project Details:				0
End date					
<b>Project 10</b>	Project Title:	Select one major benefit			
Start date	Project Details:				0
End date					



Waste Management

APPENDIX 6  
Risk

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT	Likelihood	Impact	Score
<b>Project 1</b>	<p><b>South London waste partnership (phase B)</b></p> <p>The partnership manages the waste disposal for Merton, Kingston, Croydon and Sutton. Management consists of disposing waste in a sustainable manner and to ensure cost effectiveness. Interim service commencing on 1 April 2014. A rolling 3 month plan to be developed covering Communications, Construction and Operational plans for the construction period and commissioning of new facility.</p>	Improved efficiency (savings)	2	4	8
Start date 2012-13					
End date 2016-17					
<b>Project 2</b>	<p><b>Mobile technology including GPS and in cab monitors</b></p> <p>Procurement and introduction of the GPS, driver behavioural management, route optimisation system. This project has been delayed as planned to introduce during 2014-15. Will not start to be implemented until 2015-16, planned savings have been deferred. Revised specification and service requirements amended.</p>	Improved efficiency (savings)	3	2	6
Start date 2014-15					
End date 2016-17					
<b>Project 3</b>					0
Start date					
End date					
<b>Project 4</b>	<p><b>LWARB efficiency review of Domestic waste collections</b></p> <p>Review of existing service to ensure we have the most efficient service and consider options for the future, Phase one completed need to agree if we move forward with phase 2.</p>	Improved efficiency (savings)	2	2	4
Start date 2014-15					
End date 2016-17					
<b>Project 5</b>	<p><b>South London waste partnership (phase C)</b></p> <p>The SLWP includes Merton, Sutton, Croydon and Kingston. If Members of the 4 boroughs agree the partnership will procure contracts for a wide range of environmental services including : waste collection , street cleansing , grounds and parks maintenance , winter gritting and fleet maintenance as well as commercial waste collection. - On schedule for contract award December 2016 with contract start date of April 17.</p>	Improved efficiency (savings)	3	2	6
Start date 2014-15					
End date 2017-18					
<b>Project 6</b>		Improved effectiveness			0
Start date					
End date					
<b>Project 7</b>		Improved effectiveness			0
Start date					
End date					
<b>Project 8</b>		Improved efficiency (savings)			0
Start date					
End date					
<b>Project 10</b>		Select one major benefit			0
Start date					
End date					