## Agenda Item 8

### Committee: Children and Young People Overview and Scrutiny Panel

4<sup>th</sup> November 2014

# Sustainable Communities Overview and Scrutiny Panel

11<sup>th</sup> November 2014

### Healthier Communities & Older People Overview and Scrutiny Panel

12<sup>th</sup> November 2014

### **Overview and Scrutiny Commission**

25<sup>th</sup> November 2014

Agenda item:

Wards:

Subject: Business Plan Update 2015-2019

Lead officer: Caroline Holland

Lead member: Councillor Mark Allison

Contact officer: Paul Dale

Forward Plan reference number:

#### **Recommendations:**

- 1. That the Panel consider the latest information in respect of the Business Plan and Budget 2015/16, including, in particular, the draft capital programme 2015-19
- 2. That the Overview and Scrutiny Commission considers the comments of the Panels and provides a response on the draft capital programme 2015-19 to Cabinet when it meets on the 8 December 2014.

#### 1. Purpose of report and executive summary

- 1.1 This report requests Scrutiny Panels to consider the latest information in respect of the Business Plan and Budget 2015/16, including, in particular, the draft capital programme 2015-19 and feedback comments to the Overview and Scrutiny Commission.
- 1.2 The Overview and Scrutiny Commission will consider the comments of the Panels and provide a response on the draft capital programme 2015-19 to Cabinet when it meets on the 8 December 2014.



#### 2. Details - Revenue

- 2.1 The Cabinet of 20 October 2014 received a report on the business plan for 2015-19. This included details of savings targets, and, in particular set out the draft Capital Programme 2015-19.
- 2.2 At the meeting Cabinet

**RESOLVED:** That

- 1. That Cabinet notes the rolled forward MTFS for 2015–2019.
- 2. That Cabinet confirm the latest position with regards to savings already in the MTFS and agree the proposed amendments to savings set out in Appendix 6 and incorporated into the financial implications in the draft MTFS 2015-19.
- 3. That Cabinet agrees the approach to setting a balanced budget and the basis for the setting of targets based on weighted controllable expenditure and capacity to generate income.
- 4. That Cabinet agrees the proposed departmental targets to be met from savings and income
- 5. That Cabinet agrees the timetable for the Business Plan 2015-19 including the revenue budget 2015/16, the MTFS 2015-19 and the Capital Programme for 2015-19.
- 6. That Cabinet agrees the latest draft Capital Programme 2015-19 detailed in Appendix 5 for consideration by scrutiny in November and notes the indicative programme for 2020-24.
- 7. That Cabinet note the process for the Service Plan 2015-19 and the progress made so far.

#### 3. Alternative Options

3.1 It is a requirement that the Council sets a balanced budget. The Cabinet report on 20 October 2014 sets out the progress made towards setting a balanced budget. This identified the current budget position that needs to be addressed between now and the next report to Cabinet on 8 December 2014, with a further report to Cabinet on 16 February 2015, prior to Council on 4 March 2015, agreeing the Budget and Council Tax for 2015/16 and the Business Plan 2015-19, including the MTFS and Capital Programme 2015-19.

#### 4. Capital Programme 2015-19

4.1 Details of the draft Capital Programme 2015-19 were agreed by Cabinet on 20 October 2014 in the attached report for consideration by Overview and Scrutiny panels and Commission.

#### 5. Consultation undertaken or proposed

5.1 Further work will be undertaken as the process develops.



#### 6. Timetable

6.1 The timetable following this round of Scrutiny is set out in Appendix 4 of the Cabinet report.

#### 7. Financial, resource and property implications

7.1 These are set out in the Cabinet report for 20 October 2014. (Appendix 1)

#### 8. Legal and statutory implications

- 8.1 All relevant implications have been addressed in the Cabinet reports. Further work will be carried out as the budget and planning proceeds and will be included in the budget report to Cabinet on the 8 December 2014.
- 8.2 Detailed legal advice will be provided throughout the budget setting process further to any proposals identified and prior to any final decisions.

#### 9. Human Rights, Equalities and Community Cohesion Implications

- 9.1 All relevant implications will be addressed in Cabinet reports on the business planning process.
- 9.2 An equalities assessment has been carried out with respect to the proposed budget savings from CSF Commissioning Budgets for 2015/16 and 2016/17 and is included as Appendix 2.

#### 10. Crime and Disorder implications

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

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

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

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

Appendix 1: Cabinet report 20 October 2014: Business Plan Update 2015-19

Appendix 2: Equalities Assessment - Proposed budget savings from CSF Commissioning Budgets for 2015/16 and 2016/17



#### BACKGROUND PAPERS

12.1 The following documents have been relied on in drawing up this report but do not form part of the report:

Budget files held in the Corporate Services department.

2014/15 Budgetary Control and 2013/14 Final Accounts Working Papers in the Corporate Services Department. Budget Monitoring working papers MTFS working papers

#### 13. **REPORT AUTHOR**

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## Cabinet

#### Date: 20 October 2014

Subject: Business Plan 2015-19 Lead officer: Caroline Holland – Director of Corporate Services Lead member: Councillor Mark Allison – Deputy Leader and Cabinet Member for Finance

Contact Officer: Paul Dale

#### Urgent report:

Reason for urgency: The chairman has approved the submission of this report as a matter of urgency as it provides the latest available information on the Business Plan and Budget 2015/16 and requires consideration of issues relating to the Budget process and Medium Term Financial Strategy 2015-2019. It is important that this consideration is not delayed in order that the Council can work towards a balanced budget at its meeting on 4 March 2015 and set a Council Tax as appropriate for 2015/16.

#### **Recommendations:**

- 1. That Cabinet notes the rolled forward MTFS for 2015 19.
- 2 That Cabinet confirm the latest position with regards to savings already in the MTFS and agree the proposed amendments to savings set out in Appendix 6 and incorporated into the financial implications in the draft MTFS 2015-19.
- 3 That Cabinet agrees the approach to setting a balanced budget and the basis for the setting of targets based on weighted controllable expenditure and capacity to generate income.
- 4 That Cabinet agrees the proposed departmental targets to be met from savings and income
- 5 That Cabinet agrees the timetable for the Business Plan 2015-19 including the revenue budget 2015/16, the MTFS 2015-19 and the Capital Programme for 2015-19.
- 6 That Cabinet agrees the latest draft Capital Programme 2015-19 detailed in Appendix 5 for consideration by scrutiny in November and notes the indicative programme for 2020-24.
- 7 That Cabinet note the process for the Service Plan 2015-19 and the progress made so far.

#### 1. Purpose of report and executive summary

1.1 This report presents an initial review of the Medium Term Financial Strategy and updates it for development as part of the business planning process for 2015/16.

- 1.2 The report sets out the approach towards setting a balanced budget for 2015-2019 and a draft timetable for the business planning process for 2015/16. It also proposes departmental targets to be met from savings and income over the four year period of the MTFS.
- 1.3 The work undertaken in respect of reviewing capital expenditure and resources is detailed and a draft capital programme 2015-19 is provided for Cabinet to consider.
- 1.4 Cabinet are also asked to agree the timetable for the business planning process for 2015/16.
- 1.5 The details in this report will be referred to the Overview and Scrutiny Panels and Commission in November to be reported back to Cabinet in December 2014.

#### Details

#### 2. Medium Term Financial Strategy 2015-19

#### 2.1 Background

Council on 5 March 2014 agreed the Budget 2014/15 and MTFS 2014-18. Whilst a balanced budget was set for 2014/15 and indicated for 2015/16, there were gaps remaining in the other years which need to be addressed, as shown in the following table:-

(cumulative	2014/15	2015/16	2016/17	2017/18
figures)	£000	£000	£000	£000
Budget Gap	0	0	7,351	15,246

2.2 The initial phase of the business planning process is to re-price the MTFS and roll it forward for an additional year. Development of the MTFS in recent budget processes allowed for various scenarios on a range of key variables to be modelled and it is intended to do the same this year and where feasible, to improve the approach to modelling.

#### 2.3 **Review of Assumptions**

The pay and price calculations have been reviewed using the approved budget for 2014/15.

#### 2.3.1 Pay

The current assumptions regarding pay inflation incorporated into the MTFS are

• 1% in 2015/16 and 1.5% in 2016/17, 2017/18 and 2018/19.

In the Spending Round 2013, the government announced that public sector pay awards will be limited to an average of up to 1 per cent in 2015-16.

In the light of this, provision for pay inflation has been recalculated using 2014/15 budgets, and the following adjustments are required:-

#### Provision for Pay Inflation:

	2015/16	2016/17	2017/18	2018/19
Pay inflation in MTFS (%)	1%	1.5%	1.5%	1.5%
Pay inflation in MTFS	807	2,018	3,228	4,439
(cumulative £000)				
Revised pay inflation (%)	1%	1.5%	1.5%	1.5%
Revised estimate	837	2,093	3,349	4,605
(cumulative £000)				
Change (cumulative £000)	30	75	121	166

It is difficult to gauge how pay awards will turn out over the business planning period. Central Government have indicated their intention to maintain the period of pay restraint until the national deficit is cleared, whilst unions have begun to take industrial action in order to seek improved pay for their members. The position will be kept under review throughout the business planning process.

#### 2.3.2 Prices

The current assumptions regarding price inflation incorporated into the MTFS are

1.5% in 2015/16, 2016/17, 2017/18 and 2018/19.

The level of inflation has fallen below the Government's 2% target. CPI annual inflation was 1.2% in September 2014, which is down from 1.5% in August 2014. The August 2014 Inflation Report was published on 13 August. The MPC expects inflation to "remain at, or slightly below, 2%, before reaching the target at the end of the forecast period.....as the economy normalises, Bank Rate will need to start to rise in order to achieve the inflation target. But the MPC has no pre-set course. The path of Bank Rate will depend on how the expansion proceeds and how the inflation outlook evolves." In the MPC minutes published on 17 September, the MPC noted that "looking ahead, Bank staff expected twelve-month inflation to fall slightly further, reflecting the higher exchange rate, lower crude oil prices, and some utility price base effects. It was then expected to pick up a little towards the end of the year."

However, the unexpected fall to 1.2%, a five year low, may push back the timing of the anticipated increase in Bank Rate.

The provision for price inflation has been reviewed using the budgets for 2014/15 as the majority of contracts are based on RPI increases which is currently 2.3%.

The latest projections are included in the following table:-

#### Provision for Price Inflation:

	2015/16	2016/17	2017/18	2018/19
Price inflation in MTFS (%)	1.5%	1.5%	1.5%	1.5%
Price inflation in MTFS (cumulative £000)	2,250	4,500	6,750	9,000
Revised estimate (cumulative £000)	2,312	4,626	6,941	9,255
Change (cumulative £000)	62	126	191	255

#### 2.3.3 <u>Inflation > 1.5%:</u>

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

	2015/16	2016/17	2017/18	2018/19
	£000	£000	£000	£000
Inflation exceeding 1.5%	880	877	873	873

The cash limiting strategy is not without risks but if the Government's 2% target levels of inflation were applied un-damped across the period then the budget gap would increase by c.£3m by 2018/19.

#### 2.3.4 Growth

The amount of growth included in the budget has been substantially reduced over the past three years. The current forecast includes £1m in 2015/16 for pressures in People services but no further growth over the MTFS period. Given the scale of pressures from inflation, the capital programme and grant losses this is the maximum that can be sustained and service pressures must be managed within the base budget and any additional Government or NHS funding.

#### 2.4 Income

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

Income based on 2% p.a.	2015/16	2016/17	2017/18	2018/19
increase	£000	£000	£000	£000
Income	669	1,339	2,008	2,676

2.4.2 These have been reviewed using 2013/14 outturn figures and a 2% increase would be £0.732m. The new departmental totals compared to those included in the MTFS would be as follows:-

Income	Included	Based on	Difference
	in MTFS	2013/14	
		Actual	
	£000	£000	£000
Community & Housing	204	220	16
Corporate Services	86	94	8
Children, Schools & Families	45	55	10
Environment & Regeneration	334	363	29
Total	669	732	63

2.4.3 Over the four years of the MTFS, the new cumulative totals would be

Income based on 2% p.a	2015/16	2016/17	2017/18	2018/19
increase	£000	£000	£000	£000
Income	732	1,464	2,196	2,928

A departmental summary is shown in paragraph 3.5 and Appendix 3 of this report.

#### 2.5 **Pension Fund**

- 2.5.1 The Government believes that there is scope for significant savings to be achieved through reform of the Local Government Pension Scheme. The new Local Government Pension Scheme which came into effect on 1 April 2014 is the first scheme to be introduced that follows Lord Hutton's principles for reform as enacted in the Public Service Pensions Act 2013.
- 2.5.2 The Government has recently consulted local authorities and other interested parties in its consultation paper "Local government pension scheme opportunities for collaboration cost savings and efficiencies". The consultation sets out the evidence for proposals for reforms to the Local Government Pension Scheme and opportunities to deliver savings for local taxpayers. The Government seeks respondents' views on the proposals set out and asks respondents to consider how if adopted, those reforms might be implemented most effectively. Merton is working with London Councils on the potential for Collective Investment Vehicles to gain economies of scale from pooling

investments whilst leaving local boroughs in charge of fund decision making.

- 2.5.3 Any potential budget implications for Merton will be advised in reports on the Business Plan when more information becomes available.
- 2.5.4 The next revaluation of the fund is due to be implemented in 2017/18. The impact of this will be closely monitored in the intervening period.

#### 2.6 Forecast of Resources and Local Government Finance Settlement

#### 2.6.1 Background

Prior to 2013/14 the main source of government funding was known as formula grant and comprised Revenue Support Grant, and business rates being the authority's share of the national pool. Since 2013/14, a local authority's share of the local government spending control total is referred to as its Settlement Funding Assessment (SFA). It comprises of its Revenue Support Grant and baseline funding level (Business Rates).

- 2.6.2 Each year in December, the Department of Communities and Local Government (DCLG) notifies local authorities of their Provisional Local Government Finance Settlement. The final Settlement figures are published the following January/February but are generally unchanged from the provisional figures. The total amount of funding available for local authorities is essentially determined by the amount of resources that Central Government has allocated as part of its annual Departmental Expenditure Limit.
- 2.6.3 As part of last year's Settlement, final figures were announced for 2014/15 and provisional figures provided for 2015/16. These were used in the MTFS approved by Council on 5 March 2014.
- 2.6.4 <u>Funding Forecast for 2015/16</u> On 22 July, the DCLG issued a consultation paper "Local Government Finance Settlement 2015/16 – Technical Consultation" seeking views on detailed technical proposals for the 2015/16 Settlement. The consultation period lasted for ten weeks and ended on 25 September. A summary of the paper is set out in Appendix 2.
- 2.6.5 To summarise, it indicates that, if the proposals are implemented, the financial effect on Merton's Settlement Funding Assessment in 2015/16 is a reduction of £74,000 on the figure included in the MTFS approved by Council in March. This is due to a reduction of £68,000 for the Carbon Reduction Commitment Adjustment and £6,000 arising from the Council Tax Freeze Grant 2014/15.
- 2.6.6 In the paper, the DCLG indicate that the provisional settlement for 2015-16 will be issued for consultation in the usual manner at the end

of 2014 (usually December). They will consult on proposals for the 2016-17 settlement in the light of the Budget and Spending Review so this suggests that indicative 2016/17 figures will not be provided until after the General Election in May 2015.

- 2.6.7 <u>Funding Forecasts for 2016/17 to 2018/19</u> Since Council in March, the Government has presented its Budget 2014. This gave firmer forecasts of Government spending plans up to 2018/19.
- 2.6.8 Forecasting resources for 2016/17 and beyond is fraught with difficulties since it requires making assumptions about a wide variety of variables which the Government are not prepared to release at the current time. These include indications of resources provided to Government Departments in their Departmental Expenditure Limits(DELs). In recent years, the Government has protected some departments (Overseas Aid, Education and Health) and this has meant that other areas such as local government have borne the brunt of the cuts in public sector funding.
- 2.6.9 The latest forecast of resources for 2015/16 2018/19 is included in the draft MTFS set out in Appendix 1. These figures assume:-
  - The latest figures for 2015/16 included in the Government 's consultation paper "Local Government Finance Settlement 2015/16 – Technical Consultation"
  - The total spending figures from 2015/16 to 2018/19 published by the Government in the Budget 2014
  - The estimated and planned Government Departmental Expenditure Limits (Resource DELs) published for 2015/16
  - Government departments that have previously been protected (i.e. overseas aid, education and health ) continue to be ring-fenced at the same level as for 2015/16 for 2016/17 to 2018/19
- 2.6.10 The change in the resource forecast in the MTFS since Council in March 2015 and the latest draft MTFS in Appendix 1 is set out in the following table:-

Forecast Settlement Funding	2015/16	2016/17	2017/18	2018/19
Assessment	£000	£000	£000	£000
Council 5 March 2014	(64,171)	(60,852)	(59,556)	(58,365)
Latest Draft MTFS (Appendix 1)	(64,097)	(58,038)	(51,088)	(48,503)
Change – Reduction in funding	74	2,814	8,468	9,862

2.6.11 Officers will continue to analyse all of the available information, from sources such as the Institute of Fiscal Studies (IFS) and London Councils, to produce as accurate forecasts of resources as possible. This will entail making assumptions about the extent to which Government ring-fencing will continue. Figures will be updated

throughout the business planning process as more information becomes available.

2.6.12 There will continue to be uncertainty on the level of funding beyond 2015/16 until after the General Election which will take place in May 2015.

#### 2.7 Council Tax and Collection Fund

#### 2.7.1 Council Tax

The Council Tax income forecast in the current MTFS assumes that the Council Tax Base will increase by 0.5% per year with a collection rate 97%. It also assumes a freeze in Council Tax over the period of the MTFS. The Government have indicated that £0.868m of Council Tax Freeze Grant would be available in 2015/16 if the Council Tax is frozen, but there is no guarantee that this funding will continue beyond 2015/16. A 1% increase in Council Tax would increase yield by c. £0.750m

Based on the latest details on collection rates it is considered that an increase of 0.25% in the collection rate to 97.25% can be justified. The implications of this for the estimated council tax yields are set out in the following table:-

Council Tax Yield	2015/16	2016/17	2017/18	2018/19
	£000	£000	£000	£000
Council 5 March based on	(75,425)	(75,802)	(76,181)	(76,562)
97% collection rate				
Based on 97.25% collection	(75,619)	(75,997)	(76,337)	(76,759)
rate				
Change	(194)	(195)	(196)	(197)

#### 2.7.2 Collection Fund

The share of the collection surplus/deficit for Council Tax and NNDR based on the estimated Collection Fund balance at 31 March 2014 are summarised in the following table:-

	Estimated	Estimated	Total
	surplus/	surplus/	surplus/
	(deficit) as at	(deficit) as at	(deficit) as
	31/03/14	31/03/14	at 31/03/14
	Council Tax	NNDR	
	£000	£000	£000
Central Government	N/A	(620)	(620)
GLA	1,266	(248)	1,018
Merton	4,608	(372)	4,236
Total	5,874	(1,240)	4,634

- 2.7.3 Merton's share of the surplus (council tax) and deficit (NNDR) were built into the MTFS agreed by Council in March 2014.
- 2.7.4 Since then, the Council has closed its 2013/14 accounts and produced audited accounts as at 31 March 2014. The audited accounts for 2013/14 include the following surplus/deficit for Council Tax and NNDR as at 31 March 2014:-

	Surplus/	Surplus/	Total
	(deficit) as at	(deficit) as at	surplus/
	31/03/14	31/03/14	(deficit) as
	Outturn	Outturn	at 31/03/14
	Council Tax	NNDR	
	£000	£000	£000
Central Government	N/A	(1,051)	(1,051)
GLA	1,222	(420)	802
Merton	4,446	(631)	3,815
Total	5,668	(2,102)	3,566

2.7.5 The overall change in shares of surpluses/deficits is:-

	Surplus/	Surplus/	Total
	(deficit) as at	(deficit) as at	surplus/
	31/03/14	31/03/14	(deficit) as
			at 31/03/14
	Council Tax	NNDR	
	£000	£000	£000
Central Government	N/A	(431)	(431)
GLA	(44)	(172)	(216)
Merton	(162)	(259)	(421)
Total	(206)	(862)	(1,068)

2.7.6 The net change in Merton's share of the surplus/deficit is therefore:-

	Estimated	Outturn	Surplus/
	Surplus/	Surplus/	(deficit) as
	(deficit) as at	(deficit) as at	at 31/03/14
	31/03/14	31/03/14	Change
	£000	£000	£000
Council Tax	4,608	4,446	(162)
NNDR	(372)	(631)	(259)
Total	4,236	3,815	(421)

2.7.7 There is no change to the surplus/deficit figures agreed for 2014/15 as all variations are managed via the Collection Fund. However, the net deficit of £0.421m will need to be taken into account when calculating

the Merton General Fund's share of any surplus/deficit due to/from the Collection Fund in 2015/16.

2.7.8 The calculation of the estimated surplus/deficit on the Collection Fund as at 31 March 2015 will be made later in the budget process when key variables are firmed up and council tax base and NNDR returns have been completed. Until this time, the net deficit of £0.421m will be included in the draft MTFS for 2015/16.

#### 2.8 **Re-priced MTFS 2014-18**

2.8.1 Taking into account the latest available information as summarised in this report, the opening position for the re-priced MTFS is set out in the following table:-

(cumulative	2015/16	2016/17	2017/18	2018/19
figures)	£000	£000	£000	£000
Budget Gap	732	10,763	24,041	32,068

- 2.8.2 A more detailed MTFS is included as Appendix 1. As can be seen from paragraph 2.4 of this report, the gap in 2015/16 is equivalent to an increase in income for fees of charges of 2%. However, where departments are unable to increase income at this time, savings proposals can be substituted in their place. The extent to which income/savings cannot be raised to balance the budget in 2015/16, will be met by re-profiling reserves but clearly this is a short-term fix as they can only be used once and departments will be required to meet their targets at a later date over the period of the MTFS.
- 2.8.3 The gap over the four year period is about £32m which is substantial and reflects the latest projections of government funding. There are risks involved from the current economic situation which may increase the gap and similarly, use of reserves to fund the gap only provides one-off funding and there is still a necessity to find ongoing savings in future years to maintain a balanced budget.
- 2.8.4 The flexibility introduced to enable service departments to look at income increases and savings proposals together should result in more effective planning. It still ensures that the capacity of each department to generate income and identify expenditure reductions is reflected in the targets set.
- 2.8.5 A summary of the targets analysed over savings targets previously set but not met, new savings targets based on controllable expenditure, and income targets based on latest income capacity is included as Appendix 3.

#### 2.9 Summary

- 2.9.1 There has been a substantial improvement in the council's strategic approach to business planning in recent years and it is important that this is maintained. Planning should be targeted towards the achievement of a balanced budget over the four year MTFS period rather than on a single year as has been the norm previously. The progress made in reducing the gap to more manageable levels has to be continued this year.
- 2.9.2 Progress made in recent years in identifying savings over the whole period of the MTFS has reduced pressure on services to make short-term, non-strategic cuts. However, because there is still a sizeable gap over the four year period, there is a need to set savings targets aimed at eliminating this gap.

#### 3. Approach to Setting a Balanced Budget

- 3.1 This is the initial report on the business planning process for 2015/16 and there is a great deal of work to be done, including the following key areas that are expected to be at the forefront.
  - a) Review of Outturn 2013/14 and Current Budget and Spending 2014/15

There may be issues identified during the final accounts process and from monthly monitoring that have on-going financial implications which need to be addressed in setting the budget for 2015-19.

b) Review of Central Items

All central items will be closely reviewed to assess the implications for 2015-2019.

c) Further Departmental Savings/Income Targets

Targets will need to be set, particularly for latter years of the forecast period, for each department based upon their controllable budget and capacity to generate additional income and reflecting the scale of reduction already experienced. Draft targets are discussed in paragraph 3.5.5.

d) Review of funding

It is too soon in the financial year to accurately predict what the ongoing impact, particularly over a four year period, will be but the information will be updated during the business planning process. It is going to be difficult to forecast resources for 2016/17 and beyond because of the lack of information available, pending the General Election in 2015.

e) <u>Capital Programme 2015-19</u> Changes in the capital programme may arise due to slippage, reprofiling and addition/deletion of schemes. This will have an impact on the capital financing costs of the programme. There is a more detailed analysis and discussion of capital related issues in Section 4 of this report.

#### 3.2 Formula Grant and Business Rates Retention

- 3.2.1 Further analysis and review in the current year will be undertaken to try to improve forecasting, particularly over the longer term.
- 3.3. Localising support for Council Tax/Technical Reforms of Council Tax
- 3.3.1 Any continuing impact of these changes will be assessed during the year and any adjustments to the MTFS will be made accordingly.

#### 3.4 Approach to balancing future years budgets.

- 3.4.1 The draft budget gap in 2015/16 is currently balanced assuming use of reserves of c.£4m and that departments achieve their income targets. However, it is also dependent on c. £13 m of pre agreed savings being achieved in 2014/15 and 2015/16. It is imperative that firm discipline is maintained in delivering these and departments should be beginning the planning for delivering 2015/16 savings now. Where difficulties are foreseen with any 2014/15 or 2015/16 savings then alternative measures must be identified before the 2015/16 budget is set.
- 3.4.2 If the outstanding savings and income targets are delivered then it may remain possible to balance 2015/16 without requiring further service savings in that year through the impact of changes in capital financing, potential grant income and adjusting profiling of planned use of reserves set aside to balance the budget. Some aspects of this have been built into the latest MTFS model but more work is required.
- 3.4.4 Savings will however be required to balance budgets from 2016/17 onwards and targets will need to be set for this and options brought forward during the budget process.
- 3.4.5 It should also be recognised that in setting the 2014/15 budget not all savings targets were achieved. Prior to modelling options against the controllable budgets will be the identification by departments of the underachieved 2014/15 and future year targets where reductions were not agreed by members.
- 3.4.6 Last year the savings targets set were:-

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Total £000
Corporate Services	0	296	1,507	1,265	3,068
Children, Schools and Families	0	265	1,344	1,129	2,738
Environment and Regeneration	0	645	3,276	2,752	6,673
Community and Housing	0	491	2,492	2.093	5,076
Total Savings	0	1,697	8,619	7,239	17,555
Cumulative	0	1,697	10,316	17,555	

3.4.7 Council agreed, on 5 March 2015, the following savings which were incorporated into the MTFS:-

IDENTIFIED SAVINGS BY DEPARTMENT	2015/16 £000	2016/17 £000	2017/18 £000	Total £000s
Corporate Services	291	412	493	1,196
Children, Schools and Families	150	7	325	482
Environment and Regeneration	535	125	125	785
Community and Housing	321	814	484	1,619
Total Savings	1,297	1,358	1,427	4,082
Total Cumulative Savings	1,297	2,655	4,082	

3.4.8 Therefore, targets were agreed for service departments that were not fully achieved. The initial budget balancing step is for departments to fully deliver the saving levels agreed in setting last year's budget

SHORTFALL OF SAVINGS BY DEPARTMENT	2015/16 £000	2016/17 £000	2017/18 £000	Total £000s
Corporate Services	5	1,095	772	1,872
Children, Schools and Families	115	1,337	804	2,256
Environment and Regeneration	110	3,151	2,627	5,888
Community and Housing	170	1,678	1,609	3,457
Total Savings	400	7,261	5,812	13,473
Total Cumulative Savings	400	7,661	13,473	

3.4.9 The small shortfall in 2015/16 was managed by adjusting the use of reserves profile. However, the shortfall will form part of the calculation of future year's targets.

#### 3.5 **Controllable budgets and Savings Targets for 2015-19**

- 3.5.1 In addition, work has been undertaken to revise the controllable budgets for each department, based on the 2014/15 budgets set. These can be used to allocate savings to balance the budget over the MTFS period.
- 3.5.2 The controllable budgets for each department, including weightings used as for previous years which reduce the impact on Adult Social Care, Children's Social Care and vulnerable groups, are set out in the following table:-

USING 2014/15 BUDGETS	Controllable		
	Expenditure	Weighting	Weighted
	2014/15	by dept.	Controllable
	£000	No.	£000
Corporate Services	20,063	1.50	30,095
Children, Schools and	30,187	0.75	22,640
Families			
Environmental Services	28,744	1.50	43,116
Community and Housing	53,025	1.00	53,025
Total: Controllable	132,019		148,876

- 3.5.3 As for last year, it is expected that departments should first of all address the savings which they did not meet from the 2014/15 targets. Therefore, if £13.573m and £2.928m (4 Year income targets impact on the MTFS) are deducted from the remaining gap of £32.068m in the updated MTFS in Appendix 1, this means that a balance of £15.567m that remains has to be allocated using the new controllable budgets set out in the table in paragraph 3.5.2.
- 3.5.4 Including income, the total targets for each department are:-

SUMMARY OF SAVINGS/INCOME TARGETS	Savings not found in 2014/15 Budget Round	New Savings	Sub-total: Savings Targets	Income Targets	Total
	£000	£000	£000	£000	£000
Corporate Services	1,872	3,148	5,020	376	5,396
Children, Schools and Families	*2,356	2,367	4,723	220	4,943
Environment and Regeneration	5,888	4,508	10,396	1,452	11,848
Community and Housing	3,457	5,544	9,001	880	9,881
Total Savings	13,573	15,567	29,140	2,928	32,068
Cumulative	13,573	29,140		32,068	

\* includes shortfall on replacement savings (para.3.6.3 and para.3.6.4 refer)

3.5.5 Giving departments flexibility to identify savings or increase income to meet their targets is desirable and the targets set are based on a detailed analysis of each department's capacity to generate income or find savings from budgets that they have control over. The targets in the following table reflect this:-

TARGETS ALLOCATED TO DEPARMENTS TO BE MET FROM SAVINGS AND INCOME	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Total £000
Corporate Services	94	1,686	2,175	1,441	5,396
Children, Schools & Families	55	1,977	1,844	1,067	4,943
Environment & Regeneration	363	4,329	4,866	2,290	11,848
Community & Housing	220	2,935	4,136	2,590	9,881
Total Income	732	10,927	13,021	7,388	32,068
Cumulative	732	11,659	24,680	32,068	

3.5.6 An analysis of how the targets are built up is provided in Appendix 3.

#### 3.6 **Replacement Savings**

3.6.1 In recent years, the introduction of multi-year financial planning has resulted in savings agreed in a particular financial year having an impact on future years. These have been incorporated into the Council's Medium Term Financial Strategy. The full year effect of savings in the current MTFS from 2015/16 onwards is shown in the following table:-

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Total £000
Corporate Services	1,040	1,298	493	400	3,231
Children, Schools & Families	781	257	325	0	1,363
Environment & Regeneration	1,637	978	125	0	2,740
Community & Housing	1,085	2,422	484	0	3,991
Total	4,543	4,955	1,427	400	11,325
Cumulative total	4,543	9,498	10,925	11,325	

3.6.2 Monitoring of the delivery of savings is important and it is essential to recognise as quickly as possible where circumstances change and savings previously agreed are either not achievable in full or in part or are delayed.

#### 3.6.3 Proposed Amendments to Previously Agreed Savings

#### Children, Schools and Families

Proposed revision and replacement of savings in 2015/16. Details of these proposed changes are set out in Appendix 6.

#### Environment and Regeneration

A deferral of savings agreed previously (ER07 and EN09) is proposed. Details of these proposed changes are set out in Appendix 6.

#### Community and Housing

There will be some amendments to previously agreed savings which will come to 10 November Cabinet and to the following round of scrutiny.

Equalities impact assessments will be available for scrutiny where required.

#### 3.6.4 Summary

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

Children, Schools & Families	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Total £000
Savings removed	301	90	0	0	391
Replacement Savings	(201)	(90)	0	0	(291)
Net CSF changes	100	0	0	0	100
Environment & Regeneration					
Savings deferred	240	(240)	0	0	0
Net E&R Changes	240	(240)	0	0	0
Net Change	340	(240)	0	0	100
NET CUMULATIVE CHANGE	340	100	100	100	

#### 4. Capital Programme for 2015-19

- 4.1 Since the capital programme was approved by Council in March 2014 and the revenue implications built into the MTFS, there have been a number of amendments arising from outturn 2013/14, monthly monitoring and a review by project holders. There has been a great deal of effort made to ensure that the capital programme set is realistic, affordable and achievable within the capacity available. This has been accompanied by improved financial monitoring and modelling of the programme's costs over the period of the MTFS which has enabled the budgets for capital financing costs to be reduced and therefore scarce resources to be utilised more effectively.
- 4.2 It is important to ensure that the revenue and capital budgets are integrated and not considered in isolation. The revenue implications of capital expenditure can quickly grow if the capital programme is not contained within the Council's capacity to fund it over the longer term. For example, the capital financing costs of funding £1m (on longer-life assets and short-life assets financed in 2015/16) for the next four years of the MTFS would be approximately:

Capital financing costs of	2015/16	2016/17	2017/18	2018/19
£1m over the MTFS period	£000	£000	£000	£000
Longer life Assets	20	73	72	71
Short-life assets	20	236	228	220

- 4.3 The bidding process for 2018/19 was launched at the Capital Programme Board on 20 May 2014.
- 4.4 The current capital provision and associated revenue implications in the currently approved capital programme, based on August monitoring information, are as follows:-

	2015/16	2016/17	2017/18	2018/19
	£000	£000	£000	£000
Capital Programme	47,394	35,618	29,045	34,773
Revenue Implications	13,762	14,653	15,935	17,530

- 4.5 Review of Children, Schools and Families Capital Provision
- 4.5.1 There are potentially significant changes required to the current capital programme arising from CSF's review of the latest projections on future school provision.
- 4.5.2 The current capital provision for the currently approved Children, Schools and Families capital programme for primary, secondary and SEN expansion, based on August monitoring information, is as follows:-

	2015/16	2016/17	2017/18	2018/19
	£000	£000	£000	£000
Capital Programme	14,698	21,487	20,799	26,978

- 4.5.3 This programme is prior to the review of primary, secondary and SEN expansion provision and accompanying inflation contingency. It includes the provision of a new school costed at £26.587m. However revised projections in pupil numbers mean that 6 secondary forms and 2 primary forms have been removed.
- 4.6 In order to simplify the decision making process of what is a potentially complex set of scenarios, the capital and revenue implications of each, compared with the August monitoring position, are set out individually as follows:-
- a) <u>Review of CSF Expansion Programme</u>

	2015/16	2016/17	2017/18	2018/19
	£000	£000	£000	£000
Capital Programme:				
- Change in Primary Expansions	0	(200)	(3,250)	(3,200)
-Change in Secondary Expansions	0	(100)	(2.200)	(6,399)
-Change in SEN Expansions	100	0	3,000	0
-Inflation Contingency	164	1,943	1,867	2,066
Total Capital Implications	264	1,643	(583)	(7,533)
Revenue Implications	1	15	100	(67)

The full details of the changes in capital provision required up to 2023/24 are set out in Appendix 5.

- b) <u>Non-School Expansion Schemes</u> The roll forward of other departments schemes has had a lower impact, and are also included in Appendix 5.
- 4.7 The change in the capital programme since Council in March 2015 is summarised in the following table:-

	2014/15	2015/16	2016/17	2017/18	2018/19
	£000	£000	£000	£000	£000
Capital Programme:					
- As approved by Council	54,545	38,787	33,927	29,040	34,767
- Revised Position with Slippage	49,717	48,016	37,320	28,521	29,579
revisions and new schemes					
Change	(4,828)	9,229	3,393	(519)	(5,188)
Revenue impact					
As approved by Council	13,581	14,208	15,838	18,042	19,901
Revised	13,473	13,764	14,679	16,061	17,555
Change	(108)	(444)	(1,159)	(1,981)	(2,346)

#### 5. Service Planning for 2015-19

- 5.1 The Service Planning process for 2015-19 has begun and a plan has been created for each council service. These plans describe what the service does, its plans for the future, its key performance indicators and how its plans will take place within the budget.
- 5.2 There will be three versions of service plans; Interim, Draft and Final.
- 5.3 Interim plans have been prepared and are attached in Appendix 8 along with a copy of the Service Planning timetable (Appendix 7).
- 5.4 Please note that this is the starting point of the service planning process and, therefore, these plans may well change considerably before draft plans are presented to Cabinet on 8 December 2014 and final plans are submitted, for approval by full Council, on 4 March 2015.
- 5.5 The budget figures currently shown on each plan for 2014/15 to 2017/18 will also be subject to amending when the final plans are prepared, which will also include 2018/19 budgetary information.

#### 6. Alternative Options

6.1 The range of options available to the Council relating to the Business Plan 2015-19 and for setting a balanced revenue budget and fully financed capital programme will be presented in reports to Cabinet and Council in accordance with the agreed timetable.

#### 7. Consultation Undertaken or Proposed

7.1 All relevant bodies have been consulted.

#### 8. Timetable

- 8.1 In accordance with current financial reporting timetables.
- 8.2 A chart setting out the proposed timetable for developing the business plan is provided as Appendix 4.

#### 9. Financial, resource and property implications

- 9.1 As contained in the body of the report.
- 9.2 The Chancellor of the Exchequer will make an Autumn Statement on 3 December 2014. It is not expected that the overall funding allocations for 2015/16 will change materially from those previously notified and used as the basis of this report.

#### 10. Legal and statutory implications

10.1 As outlined in the report.

#### 11. Human rights, equalities and community cohesion implications

11.1 None for the purposes of this report, these will be dealt with as the budget is developed for 2015 – 2019.

#### 12. Crime and Disorder Implications

12.1 Not applicable.

#### 13. Risk Management and health and safety implications

13.1 There is a specific key strategic risk for the Business Plan, which is monitored in line with the corporate risk monitoring timetable.

## 14. Appendices – The following documents are to be published with this Report and form part of the Report.

Appendix 1 – Draft MTFS 2015-19: Re-priced and rolled forward

- Appendix 2 Summary of DCLG consultation paper " Local Government Finance Settlement 2015/16 – Technical consultation"
- Appendix 3 Service Department Targets
- Appendix 4 Business Plan Timetable 2015-19
- Appendix 5 Details of Draft Capital Programme and changes from current approved programme
- Appendix 6 Replacement Savings CSF and E&R
- Appendix 7 Service Planning Timetable
- Appendix 8 Interim Service Plans

#### 15. Background Papers

15.1 The following documents have been relied on in drawing up this report but do not form part of the report:

2013/14 Budgetary Control and Final Accounts Working Papers in the Corporate Services Department. Budget Monitoring working papers MTFS working papers

#### 16. **REPORT AUTHOR**

Name: Paul Dale
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	2015/16	2016/17	2017/18	2018/19
	£000	£000	£000	£000
Departmental Base Budget 2014/15	144,420	144,420	144,420	144,420
Inflation (Pay, Prices)	3,179	6,778	10,380	13,979
Autoenrolment/Nat. ins changes	0	1,000	2,000	2,000
FYE – Previous Years Savings	(4,252)	(9,149)	(10,576)	(10,576)
Replacement Savings	340	100	100	100
Income – Additional Fees/Charges	0	0	0	0
Growth	1,000	1,000	1,000	1,000
Revenuisation	(510)	(612)	(612)	(612)
Taxi card/Concessionary Fares	437	887	1,337	1,787
Education Services Grant	654	654	654	654
NHS t/f of Social Care Funding	(100)	(100)	(100)	(100)
Other (inc. reduced service grants)	409	730	800	873
Re-Priced Departmental Budget	145,577	145,708	149,403	153,525
Treasury/Capital financing	13,764	14,679	16,061	17,555
Pensions	4,205	4,395	4,592	4,799
Other Corporate items	(11,393)	(12,098)	(12,097)	(12,097)
Levies	637	637	637	637
Sub-total: Corporate provisions	7,213	7,613	9,193	10,894
	152,790	153,321	158,596	164,420
BUDGET REQUIREMENT	152,790	155,521	100,000	104,4201
			,	,
Eunded by:			,	, , ,
Funded by: Revenue Support Grant	(30,136)	(24 107)		
Revenue Support Grant	(30,136)	(24,107)	(15,933)	(11,988)
Revenue Support Grant Business Rates (inc. Section 31 grant)	(33,961)	(33,931)	(15,933) (35,155)	
Revenue Support Grant Business Rates (inc. Section 31 grant) C. Tax Freeze Grant 2015/16	(33,961) (868)	(33,931) 0	(15,933) (35,155) 0	(11,988) (36,515) 0
Revenue Support Grant Business Rates (inc. Section 31 grant) C. Tax Freeze Grant 2015/16 PFI Grant	(33,961) (868) (4,797)	(33,931) 0 (4,797)	(15,933) (35,155) 0 (4,797)	(11,988) (36,515) 0 (4,797)
Revenue Support Grant Business Rates (inc. Section 31 grant) C. Tax Freeze Grant 2015/16 PFI Grant New Homes Bonus	(33,961) (868) (4,797) (2,487)	(33,931) 0 (4,797) (2,000)	(15,933) (35,155) 0 (4,797) (2,000)	(11,988) (36,515) 0 (4,797) (2,000)
Revenue Support Grant Business Rates (inc. Section 31 grant) C. Tax Freeze Grant 2015/16 PFI Grant New Homes Bonus Council Tax inc. WPCC	(33,961) (868) (4,797) (2,487) (75,912)	(33,931) 0 (4,797) (2,000) (76,290)	(15,933) (35,155) 0 (4,797) (2,000) (76,670)	(11,988) (36,515) 0 (4,797)
Revenue Support Grant Business Rates (inc. Section 31 grant) C. Tax Freeze Grant 2015/16 PFI Grant New Homes Bonus Council Tax inc. WPCC Collection Fund – (Surplus)/Deficit	(33,961) (868) (4,797) (2,487) (75,912) 421	(33,931) 0 (4,797) (2,000) (76,290) 0	(15,933) (35,155) 0 (4,797) (2,000) (76,670) 0	(11,988) (36,515) 0 (4,797) (2,000) (77,052) 0
Revenue Support Grant Business Rates (inc. Section 31 grant) C. Tax Freeze Grant 2015/16 PFI Grant New Homes Bonus Council Tax inc. WPCC	(33,961) (868) (4,797) (2,487) (75,912)	(33,931) 0 (4,797) (2,000) (76,290)	(15,933) (35,155) 0 (4,797) (2,000) (76,670)	(11,988) (36,515) 0 (4,797) (2,000)
Revenue Support Grant Business Rates (inc. Section 31 grant) C. Tax Freeze Grant 2015/16 PFI Grant New Homes Bonus Council Tax inc. WPCC Collection Fund – (Surplus)/Deficit <b>TOTAL FUNDING</b>	(33,961) (868) (4,797) (2,487) (75,912) 421	(33,931) 0 (4,797) (2,000) (76,290) 0	(15,933) (35,155) 0 (4,797) (2,000) (76,670) 0	(11,988) (36,515) 0 (4,797) (2,000) (77,052) 0
Revenue Support Grant Business Rates (inc. Section 31 grant) C. Tax Freeze Grant 2015/16 PFI Grant New Homes Bonus Council Tax inc. WPCC Collection Fund – (Surplus)/Deficit	(33,961) (868) (4,797) (2,487) (75,912) 421 (147,739)	(33,931) 0 (4,797) (2,000) (76,290) 0 (141,125)	(15,933) (35,155) 0 (4,797) (2,000) (76,670) 0 (134,555)	(11,988) (36,515) 0 (4,797) (2,000) (77,052) 0 (132,352)
Revenue Support Grant Business Rates (inc. Section 31 grant) C. Tax Freeze Grant 2015/16 PFI Grant New Homes Bonus Council Tax inc. WPCC Collection Fund – (Surplus)/Deficit <b>TOTAL FUNDING</b>	(33,961) (868) (4,797) (2,487) (75,912) 421 (147,739)	(33,931) 0 (4,797) (2,000) (76,290) 0 (141,125)	(15,933) (35,155) 0 (4,797) (2,000) (76,670) 0 (134,555)	(11,988) (36,515) 0 (4,797) (2,000) (77,052) 0 (132,352)
Revenue Support Grant Business Rates (inc. Section 31 grant) C. Tax Freeze Grant 2015/16 PFI Grant New Homes Bonus Council Tax inc. WPCC Collection Fund – (Surplus)/Deficit <b>TOTAL FUNDING</b> GAP excluding Use of Reserves (Cumulative)	(33,961) (868) (4,797) (2,487) (75,912) 421 (147,739) 5,051	(33,931) 0 (4,797) (2,000) (76,290) 0 (141,125) 12,196	(15,933) (35,155) 0 (4,797) (2,000) (76,670) 0 (134,555) 24,041	(11,988) (36,515) 0 (4,797) (2,000) (77,052) 0 <b>(132,352)</b> <b>32,068</b>
Revenue Support Grant Business Rates (inc. Section 31 grant) C. Tax Freeze Grant 2015/16 PFI Grant New Homes Bonus Council Tax inc. WPCC Collection Fund – (Surplus)/Deficit <b>TOTAL FUNDING</b> GAP excluding Use of Reserves (Cumulative) - Use of Reserves GAP including Use of Reserves (Cumulative)	(33,961) (868) (4,797) (2,487) (75,912) 421 (147,739) 5,051	(33,931) 0 (4,797) (2,000) (76,290) 0 (141,125) 12,196	(15,933) (35,155) 0 (4,797) (2,000) (76,670) 0 (134,555) 24,041	(11,988) (36,515) 0 (4,797) (2,000) (77,052) 0 (132,352) 32,068
Revenue Support Grant Business Rates (inc. Section 31 grant) C. Tax Freeze Grant 2015/16 PFI Grant New Homes Bonus Council Tax inc. WPCC Collection Fund – (Surplus)/Deficit <b>TOTAL FUNDING</b> GAP excluding Use of Reserves (Cumulative) - Use of Reserves	(33,961) (868) (4,797) (2,487) (75,912) 421 (147,739) 5,051 (4,319) (4,319) 732 0	(33,931) 0 (4,797) (2,000) (76,290) 0 (141,125) 12,196 (1,433) (1,433) 10,763 (7,661)	(15,933) (35,155) 0 (4,797) (2,000) (76,670) 0 (134,555) 24,041	(11,988) (36,515) 0 (4,797) (2,000) (77,052) 0 <b>(132,352)</b> <b>32,068</b>
Revenue Support Grant Business Rates (inc. Section 31 grant) C. Tax Freeze Grant 2015/16 PFI Grant New Homes Bonus Council Tax inc. WPCC Collection Fund – (Surplus)/Deficit <b>TOTAL FUNDING</b> GAP excluding Use of Reserves (Cumulative) - Use of Reserves GAP including Use of Reserves (Cumulative)	(33,961) (868) (4,797) (2,487) (75,912) 421 (147,739) 5,051 (4,319) (4,319) 732 0	(33,931) 0 (4,797) (2,000) (76,290) 0 (141,125) 12,196 (1,433) (1,433)	(15,933) (35,155) 0 (4,797) (2,000) (76,670) 0 (134,555) 24,041 0 24,041	(11,988) (36,515) 0 (4,797) (2,000) (77,052) 0 (132,352) 32,068
Revenue Support Grant Business Rates (inc. Section 31 grant) C. Tax Freeze Grant 2015/16 PFI Grant New Homes Bonus Council Tax inc. WPCC Collection Fund – (Surplus)/Deficit <b>TOTAL FUNDING</b> GAP excluding Use of Reserves (Cumulative) - Use of Reserves GAP including Use of Reserves (Cumulative) - Savings – 2014/15 shortfall	(33,961) (868) (4,797) (2,487) (75,912) 421 (147,739) 5,051 (4,319) (4,319)	(33,931) 0 (4,797) (2,000) (76,290) 0 (141,125) 12,196 (1,433) (1,433) 10,763 (7,661)	(15,933) (35,155) 0 (4,797) (2,000) (76,670) 0 (134,555) 24,041 0 24,041 (13,473)	(11,988) (36,515) 0 (4,797) (2,000) (77,052) 0 <b>(132,352)</b> <b>32,068</b> (13,473)

#### **APPENDIX 2**

# Summary of "Local Government Finance Settlement 2015-16 – Technical Consultation" published by the Department for Communities and Local Government (DCLG) in July 2014

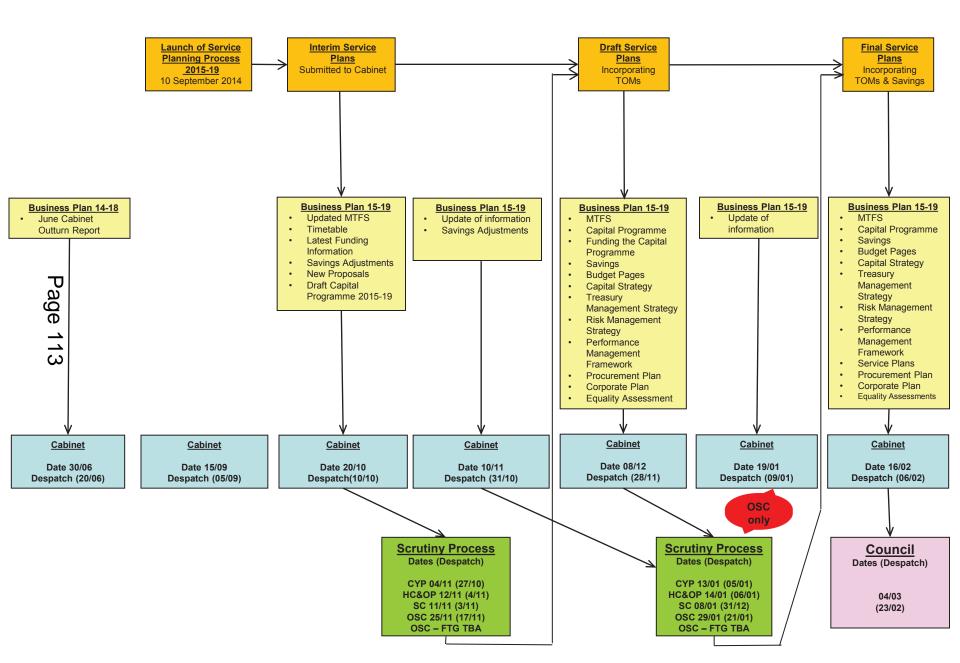
- 1. This consultation seeks views on detailed technical proposals for the local government finance settlement for 2015-16.
- 2. The main areas covered concerns those announced in the Spending Round 2013 for 2015-16 including:-
  - continued compensation for the reduced income from business rates as a result of the 2% cap on the small business rates multiplier announced at Autumn Statement 2013
  - continued protection for authorities which froze council tax in 2014-15
  - continued protection through Efficiency Support Grant for the small number of local authorities with revenue spending power reductions greater than 6.9% in 2014-15
  - increased additional funding for the most rural authorities
- 3. The consultation proposes the following detailed changes:-
  - Compensation for the 2% cap on the small business multiplier announced at the 2013 Autumn Statement to continue in 2015-16, calculated on the basis of the reduction to estimated retained income, as in 2014-15
  - Council tax freeze grant for 2014-15 to be rolled in and combined with the 2013-14 grant in a single element (in line with previous commitments to authorities which freeze council tax)
  - Efficiency Support Grant for 2014-15 to be rolled in subject to satisfactory performance, as announced at the 2014-15 settlement
  - 2014-15 Rural Services Delivery Grant (£2m) to be rolled into the settlement and combined with the existing rural funding element
  - Adjustment to funding for authorities which have fallen below the threshold for participation in the Carbon Reduction Commitment Energy Efficiency Scheme, to take account of the loss in tax revenue to the Treasury, as previously consulted on in summer 2013
  - 4. The DCLG have provided exemplifications setting out the financial effect of these changes on each authority.
  - 5. The DCLG have indicated that they will consult later in the year on other aspects of future local government funding, including in particular the new burdens funding for the administrative changes required by the localisation of council tax support. The Department for Health will also be formally consulting in parallel on the development of the formula for funding deferred payments for adult social care and assessment for the cap on payment for care, following the Care Act 2014.

- 6. The DCLG have confirmed that "the provisional settlement for 2015-16 will be issued for consultation in the usual manner at the end of 2014. We will consult on proposals for the 2016-17 settlement in the light of the Budget and Spending Review."
- The financial effects on Merton of the proposals are estimated to result in a reduction in funding of £74,000, arising from a Carbon Reduction Commitment Adjustment of £68,000 and a £6,000 reduction in Council Tax Freeze Grant for 2014/15.
- 8. The consultation ran for ten weeks from 22 July 2014 25 September 2014.

#### **APPENDIX 3**

		1			1
TOTAL SAVINGS REQUIRED ALLOCATED TO DEPARMENTS	Balance of 2014/15 Savings	New Savings	Income Targets	Total	
	£000	£000	£000	£000	1
Corporate Services	1,872	3,148	376	5,396	
Children, Schools and Families	2,356	2,367	220	4,943	
Environment and Regeneration	5,888	4,508	1,452	11,848	
Community and Housing	3,457	5,544	880	9,881	
Total Savings	13,573	15,567	2,928	32,068	
Cumulative	13,573	29,140	32,068		1
	2015/16	2016/17	2017/18	2018/19	
BALANCE OF 2014/15 SAVINGS	£000	£000	£000	£000	Total £000
Corporate Services	0	1,100	772	0	i
Children, Schools and Families	0	1,552	804	0	2,356
Environment and Regeneration	0	3,261	2,627	0	5,888
Community and Housing	0	1,848	1,609	0	
Total Savings	0	7,761	5,812	0	
Cumulative	0	7,761	13,573	13,573	
			,		
NEW SAVINGS TARGETS 2015/16	2015/16	2016/17	2017/18	2018/19	Total £000
NEW SAVINGS TARGETS 2015/16	£000	£000	£000	£000	101212000
Corporate Services	0	492	1,309	1,347	3,148
Children, Schools and Families	0	370	985	1,012	2,367
Environment and Regeneration	0	705	1,876	1,927	4,508
Community and Housing	0	867	2,307	2,370	5,544
Total Savings	0	2,434	6,477	6,656	15,567
Cumulative	0	2,434	8,911	15,567	
INDICATIVE INCOME TARGETS ALLOCATED	2015/16	2016/17	2017/18	2018/19	1 I OTAL + 000
TO DEPARMENTS	£000	£000	£000	£000	
Corporate Services	94 55	94 55	94 55	94	
Children, Schools & Families Environment & Regeneration	363	55 363	55 363	55 363	
Community & Housing	220	220	220	220	
Total Income	732	732	732	732	
Cumulative	732	1,464	2,196		
	<b>I</b>	,	,		
TARGETS ALLOCATED TO DEPARMENTS TO	2015/16	2016/17	2017/18	2018/19	Total COOO
BE MET FROM SAVINGS AND INCOME	£000	£000	£000	£000	
Corporate Services	94	1,686	2,175	1,441	
Children, Schools & Families	55	1,977	1,844	1,067	
Environment & Regeneration	363	4,329	4,866	2,290	
Community & Housing	220	2,935	4,136	2,590	
Total Income Cumulative	732 732	10,927 11,659	13,021 24,680	7,388 32,068	
Cumulative	132	11,009	24,000	32,008	

## **BUSINESS PLANNING TIMETABLE - BUSINESS PLAN 2015-19** APPENDIX 4



#### Proposed Summary Capital Programme 2014-19 and Indicative Programme to 2023/24

Proposed Summary Capital Programme 2014-19 and Indicative Programme to 2023/24												
Merton	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicatived Budget 21/22	Indicatived Budget 22/23	Indicative Budget 23/24		
Total Corporate Services	6,013,500	5,000,550	3,862,000	2,806,000	2,757,000	1,500,000	1,760,000	1,645,000	1,435,000	1,450,000		
Total Community and Housing	2,817,720	1,229,000	1,334,000	340,000	340,000	340,000	340,000	340,000	340,000	340,000		
Total Children, Schools and Families	27,790,560	15,620,020	23,789,140	20,874,360	20,103,800	3,265,600	7,246,800	5,059,580	658,800	658,800		
Total Environment and Regeneration	13,095,490	26,166,780	8,334,500	4,500,500	6,378,500	4,873,000	4,654,000	4,654,000	4,654,000	4,654,000		
	49,717,270	48,016,350	37,319,640	28,520,860	29,579,300	9,978,600	14,000,800	11,698,580	7,087,800	7,102,800		

	Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicatived Budget 21/22	Indicatived Budget 22/23	Indicative Budget 23/24
atal Corporato Budgata	1 792 500	2 007 000	1 000 000	0	0	0	0	0	0	0
otal Corporate Budgets	1,782,500	2,007,000	1,000,000		0	0	0		0	0
otal Buisness Improvement	1,293,840	1,496,000	0	0	0	0	0	0	0	0
ptal Corporate Governance	12,510	0	0	0	0	0	0	0	0	0
otal Resources	333,450	228,250	0	0	0	0	0	0	0	0
otal Information Technology	1,180,280	584,000	1,862,000	1,806,000	1,007,000	575,000	860,000	770,000	560,000	575,000
otal Facilities Management	1,410,920	685,300	1,000,000	1,000,000	1,750,000	925,000	900,000	875,000	875,000	875,000
otal Corporate Services	6,013,500	5,000,550	3,862,000	2,806,000	2,757,000	1,500,000	1,760,000	1,645,000	1,435,000	1,450,000
Community and Housing										
otal Adult Social Care	140,980	0	0	0	0	0	0	0	0	0
otal Housing	2,676,740	879,000	784,000	340,000	340,000	340,000	340,000	340,000	340,000	340,000
otal Libraries	0	350,000	550,000	0	0	0	0	0	0	0
otal Community and Housing	2,817,720	1,229,000	1,334,000	340,000	340,000	340,000	340,000	340,000	340,000	340,000
Children, Schools and Families										
otal Primary School Expansions	24,666,420	10,370,420	3,792,000	3,848,780	2,575,000	1,600,000	0	0	0	0
otal Secondary School Expansions	275,000	1,475,000	14,395,000	11,500,000	13,954,270	0	6,000,000	4,008,000	0	0
otal SEN	889,800	2,952,140	3,000,000	3,000,000	850,000	850,000	0	0	0	0
otal Other	1,959,340	822,460	2,602,140	2,525,580	2,724,530	815,600	1,246,800	1,051,580	658,800	658,800
otal Children, Schools and Families	27,790,560	15,620,020	23,789,140	20,874,360	20,103,800	3,265,600	7,246,800	5,059,580	658,800	658,800

Appendix 5a

Proposed Summary Capital Programme 2	2014-19 and I	ndicative Pro	ogramme to 2	2023/24 Con	tinued					Appendix 5
Merton	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicatived Budget 21/22	Indicatived Budget 22/23	Indicative Budget 23/2
Environment and Regeneration										
Total Footways Planned Works	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,0
Total Greenspaces	966,200	307,780	425,000	250,000	350,000	350,000	350,000	350,000	350,000	350,0
Total Highways General Planned Works	747,390	412,000	419,000	419,000	419,000	419,000	419,000	419,000	419,000	419,0
Total Highways Planned Road Works	1,783,100	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,0
Total Leisure Centres	1,609,290	10,300,000	300,000	300,000	1,800,000	300,000	300,000	300,000	300,000	300,0
Total Other E&R	114,340	300,000	0	0	0	0	0	0	0	
Total On and Off Street Parking	42,910	0	0	0	0	0	0	0	0	
Total Regeneration Partnerships	2,493,410	4,538,000	1,922,000	0	0	0	0	0	0	
Total Plans and Projects	130,000	0	0	0	0	0	0	0	0	
Total Street Lighting	410,000	200,000	462,000	290,000	509,000	509,000	290,000	290,000	290,000	290,0
Total Street Scene	375,190	315,000	60,000	60,000	100,000	100,000	100,000	100,000	100,000	100,0
Total Transport for London	2,326,350	1,310,000	1,271,000	0	0	0	0	0	0	
otal Traffic and Parking Management	173,230	135,000	150,000	156,000	175,000	175,000	175,000	175,000	175,000	175,0
otal Transport and Plant	678,680	5,500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,0
otal Safer Merton - CCTV & ASB	0	300,000	300,000	0	0	0	0	0	0	
otal Environmental Health	30,000	0	0	0	0	0	0	0	0	
Total Waste Operations	215,400	49,000	25,500	25,500	25,500	20,000	20,000	20,000	20,000	20,0
Fotal Environment and Regeneration	13,095,490	26,166,780	8,334,500	4,500,500	6,378,500	4,873,000	4,654,000	4,654,000	4,654,000	4,654,00

	Updated Budget	Updated Budget	Updated Budget	Updated Budget	Proposed Budget	Indicative Budget	Indicative Budget	Indicatived Budget	Indicatived Budget	Indicative Budget 23/24
Corporate Services	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	544801 = 0, = 1
Corporate Budgets										
Acquisitions Budget	1,042,340	500,000	500,000	0	0	0	0	0	0	0
Transformation Budgets	240,160	507,000	0	0	0	0	0	0	0	0
Capital Bidding Fund	500,000	1,000,000	500,000	0	0	0	0	0	0	0
Total Corporate Budgets	1,782,500	2,007,000	1,000,000	0	0	0	0	0	0	0
Business Improvements										
Replace doc management system	300,000	440,000	0	0	0	0	0	0	0	0
Customer Contact Programme	300,000	485,000	0	0	0	0	0	0	0	0
Data Labling	293,840	0	0	0	0	0	0	0	0	0
Replacement SC System	400,000	571,000	0	0	0	0	0	0	0	0
otal Buisness Improvement	1,293,840	1,496,000	0	0	0	0	0	0	0	0
orporate Governance										
egal Case Management	12,510	0	0	0	0	0	0	0	0	0
tal Corporate Governance	12,510	0	0	0	0	0	0	0	0	0
Resources										
Improving Information Systems	333,450	228,250	0	0	0	0	0	0	0	0
Total Resources	333,450	228,250	0	0	0	0	0	0	0	0
Information Technology										
Disaster recovery	1,710	0	0	0	0	0	0	0	0	0
Planned Replacement Programme	877,070	299,000	1,412,000	1,686,000	957,000	575,000	860,000	770,000	560,000	575,000
ITSD Enhancements	35,000	85,000	250,000	120,000	50,000	0	0	0	0	0
Multi-Functioning Device (MFD)	200,000	200,000	200,000	0	0	0	0	0	0	0
Room and Space Management	66,500	0	0	0	0	0	0	0	0	0
Total Information Technology	1,180,280	584,000	1,862,000	1,806,000	1,007,000	575,000	860,000	770,000	560,000	575,000

#### Proposed Detailed Capital Programme 2014-19 and Indicative Programme to 2023/24 Continued......

Appendix 5b	
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Corporate Services	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicatived Budget 21/22	Indicatived Budget 22/23	Indicative Budget 23/24
Facilities Management										
Civic Centre refurbishment	100,000	0	0	0	0	0	0	0	0	0
Invest to Save Schemes	500,000	300,300	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Water Safety Works	0	0	150,000	150,000	100,000	75,000	50,000	25,000	25,000	25,000
Asbestos Safety Works	0	0	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Capital Works - Facilities	200,000	200,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Civic Centre Passenger Lifts	465,000	185,000	0	0	0	0	0	0	0	0
Civic Centre Boilers	0	0	0	0	300,000	0	0	0	0	0
Data Centre Support Equipment	0	0	0	0	300,000	0	0	0	0	0
Civic Centre Staff Entrance Improvements	0	0	0	0	200,000	0	0	0	0	0
Civic Centre Windows	145,920	0	0	0	0	0	0	0	0	0
Total Facilities Management	1,410,920	685,300	1,000,000	1,000,000	1,750,000	925,000	900,000	875,000	875,000	875,000
TOTAL	6,013,500	5,000,550	3,862,000	2,806,000	2,757,000	1,500,000	1,760,000	1,645,000	1,435,000	1,450,000

	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicatived Budget 21/22	Indicatived Budget 22/23	Indicative Budget 23/24
Community and Housing	14/15	15/10	10/17	17/10	10/19	15/20	20/21	21/22	22/25	
Adult Social Care										
Laptops for Other Staff	61,880	0	0	0	0	0	0	0	0	0
CareFirst report Development	14,000	0	0	0	0	0	0	0	0	C
Excel Add-Ins	3,000	0	0	0	0	0	0	0	0	(
Captive E-Learning CareFirst	8,350	0	0	0	0	0	0	0	0	(
Merton Information Portal	0	0	0	0	0	0	0	0	0	C
Adult Social care Collections	10,000	0	0	0	0	0	0	0	0	(
Telehealth	43,750	0	0	0	0	0	0	0	0	C
Contingency	0	0	0	0	0	0	0	0	0	C
Replacement SC System	0	0	0	0	0	0	0	0	0	C
notal Adult Social Care	140,980	0	0	0	0	0	0	0	0	0
ousing										
Birches Close	10,000	0	0	0	0	0	0	0	0	C
Wilton Road	489,240	0	0	0	0	0	0	0	0	C
191-193 Western Road	0	115,000	0	0	0	0	0	0	0	C
Western Road *	760,000	0	0	0	0	0	0	0	0	0
Disabled Facilities Grant	1,345,470	724,000	724,000	280,000	280,000	280,000	280,000	280,000	280,000	280,000
Universal Coldbusters	19,610	0	0	0	0	0	0	0	0	
Small Repairs Grant	52,420	40,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Total Housing	2,676,740	879,000	784,000	340,000	340,000	340,000	340,000	340,000	340,000	340,000
Libraries										
Relocation of Colliers Wood Library	0	0	550,000	0	0	0	0	0	0	C
Library Self Service	0	350,000	0	0	0	0	0	0	0	(
Total Libraries	0	350,000	550,000	0	0	0	0	0	0	C
TOTAL	2,817,720	1,229,000	1,334,000	340,000	340,000	340,000	340,000	340,000	340,000	340,000

	Updated	Updated	Updated	Updated	Proposed	Indicative	Indicative	Indicatived	Indicatived	Indicative
Children, Schools and Families	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget 23/24
Primary School Expansions	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	
All Saints/ South Wim YCC exp	9,250	0	0	0	0	0	0	0	0	0
Aragon expansion	0	0	0	0	0	0	0	0	0	-
Benedict expansion	0	0	0	0	0	0	0	0	0	
Cranmer expansion	2,051,770	0	0	0	0	0	0	0		-
Cricket Grn Exp-Chapel Orchard	0	0	0	0	0	0	0	0	0	
Dundonald expansion	981,790	4,025,070	1,117,000	0	0	0	0	0	0	
Gorringe Park expansion	9,620	0	0	0	0	0	0	0	0	0
Hillcross School Expansion	3,492,490	1,347,860	0	0	0	0	0	0	0	0
Hollymount Permanent Expansion	0	0	0	0	0	0	0	0	0	0
Holy Trinity Expansion	61,000	0	0	0	0	0	0	0	0	0
Joseph Hood Permanent Expansn	219,830	0	0	0	0	0	0	0	0	0
Liberty expansion	2,620	0	0	0	0	0	0	0	0	0
Merton Abbey	3,452,300	1,058,460	0	0	0	0	0	0	0	0
Bupil Growth - Unallocated	0	0	0	0	0	0	0	0	0	0
Relham School Expansion	3,200,000	2,315,560	0	0	0	0	0	0	0	0
Poplar Permanent Expansion	3,450,260	410,730	0	0	0	0	0	0	0	0
ST Mary's expansion	2,946,040	0	0	0	0	0	0	0	0	0
Singlegate expansion	4,291,090	1,117,740	0	0	0	0	0	0	0	0
William Morris PCP	0	0	0	0	0	0	0	0	0	0
Wimbledon Chase DCSF grant	68,980	0	0	0	0	0	0	0	0	0
Wimbledon Park expansion	429,380	0	0	0	0	0	0	0	0	0
22 FE School Expansion	0	95,000	2,575,000	2,075,000	0	0	0	0	0	0
23 FE School Expansion	0	0	100,000	555,000	2,575,000	1,600,000	0	0	0	0
24 FE School Expansion	0	0	0	0	0	0	0	0	0	0
25 FE School Expansion	0	0	0	0	0	0	0	0	0	0
26 FE School Expansion	0	0	0	618,780	0	0	0	0	0	0
27 FE School Expansion	0	0	0	300,000	0	0	0	0	0	0
28 FE School Expansion	0	0	0	300,000	0	0	0	0	0	0
29 FE School Expansion	0	0	0	0	0	0	0	0	0	0
Primary Expansion Contingency	0	0	0	0	0	0	0	0	0	0
Total Primary School Expansions	24,666,420	10,370,420	3,792,000	3,848,780	2,575,000	1,600,000	0	0	0	0

Children, Schools and Families	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicatived Budget 21/22	Indicatived Budget 22/23	Indicative Budget 23/24
Scheme 1 Phased Extra 4fe	50,000	150,000		0	3,677,560	0	0	0	0	0
Scheme 2 Phased Extra 4fe	50,000	150,000	2,800,000	0	2,270,120	0	0	0	0	0
Scheme 3 Phased Extra 4fe reduced to 2fe	50,000	150,000	2,800,000	0	0	0	0	0	0	0
Scheme 5 Phased Extra 2fe	0	0	95,000	1,500,000	1,527,640	0	0	0	0	0
Scheme 6 Phased Extra 2fe	25,000	25,000	1,900,000	3,000,000	2,000,000	0	0	0	0	0
Scheme 7 Phased Extra 1fe reduced to 0 fe	0	0	0	0	0	0	0	0	0	0
Scheme 8 Phased Extra 1fe reduced to 0 fe	0	0	0	0	0	0	0	0	0	0
Scheme 9 Phased Extra 2fe reduced to 0 fe	0	0	0	0	0	0	0	0	0	0
Scheme 4 New School Extra 6fe	100,000	1,000,000	4,000,000	7,000,000	4,478,950	0	6,000,000	4,008,000	0	0
Secondary School Expansions	275,000	1,475,000	14,395,000	11,500,000	13,954,270	0	6,000,000	4,008,000	0	0
<b>D</b>										
Dricket Green	50,050	100,000	1,500,000	1,500,000	0	0	0	0	0	0
Primary school autism unit	320,000	630,000	0	0	0	0	0	0	0	0
Perseid	479,750	962,140	0	0	850,000	850,000	0	0	0	0
Derseid - Further 28 Places Primary	0	100,000	1,500,000	1,500,000	0	0	0	0	0	0
Secondary School Autism Unit	40,000	1,160,000	0	0	0	0	0	0	0	0
Total SEN	889,800	2,952,140	3,000,000	3,000,000	850,000	850,000	0	0	0	0
Other										
Inflation Contingency	0	172,460	1,952,140	1,875,580	2,074,530	165,600	596,800	401,580	8,800	8,800
Garden PCP	0	0	0	0	0	0	0	0	0	0
Devolved Formula Capital	439,640	0	0	0	0	0	0	0	0	0
Schools Access Initiative Inc	850	0	0	0	0	0	0	0	0	0
Schs Cap Maint & Accessibility	686,170	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000
Merton Pk- Entrance adaptation	630	0	0	0	0	0	0	0	0	0
Youth&Comm centres reprovision	17,390	0	0	0	0	0	0	0	0	0
Raynes Park Sports Pavilion	4,770	0	0	0	0	0	0	0	0	0
Free School Meals	437,090	0	0	0	0	0	0	0	0	0
Schools Equipment Loans	372,800	0	0	0	0	0	0	0	0	0
Total Other	1,959,340	822,460	2,602,140	2,525,580	2,724,530	815,600	1,246,800	1,051,580	658,800	658,800
TOTAL	27,790,560	15,620,020	23,789,140	20,874,360	20,103,800	3,265,600	7,246,800	5,059,580	658,800	658,800

Environment and Regeneration	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicatived Budget 21/22	Indicatived Budget 22/23	Indicative Budget 23/24
Footways Planned Works										
Repairs to Footways	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
B517 Enhancement to Footway	0	0	0	0	0	0	0	0	0	0
B499ab Imprve Holborn Way link	0	0	0	0	0	0	0	0	0	0
B660 Raynes Park Public Real Imps	0	0	0	0	0	0	0	0	0	0
B569a&b Belgrave Walk fencing	0	0	0	0	0	0	0	0	0	0
B500 7-13 Church Rd footway	0	0	0	0	0	0	0	0	0	0
Total Footways Planned Works	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Greenspaces										
Beach Volleyball Courts	0	0	0	0	0	0	0	0	0	0
🄁ay Space Pollards Hill - S106	5,000	0	0	0	0	0	0	0	0	0
Barks Investment	216,000	216,000	391,000	216,000	322,500	350,000	350,000	350,000	350,000	350,000
Parks Bins - Finance Lease	34,000	34,000	34,000	34,000	27,500	0	0	0	0	0
aynes Park Cricket Slips	0	0	0	0	0	0	0	0	0	0
Sherwood Rec - Play Area	0	0	0	0	0	0	0	0	0	0
King George Rec Play Area	9,990	0	0	0	0	0	0	0	0	0
Lewis Road Rec Alt Play Facility	0	0	0	0	0	0	0	0	0	0
Tamworth Rec Interactive Water Play	0	0	0	0	0	0	0	0	0	0
Edenvale Open Space Goal Mouth Surfacing	4,420	0	0	0	0	0	0	0	0	0
Sir Joseph Hood Crazy Golf	4,670	0	0	0	0	0	0	0	0	0
Wimbledon Park Crazy Golf	30,000	0	0	0	0	0	0	0	0	0
All Saints Play Area	2,970	0	0	0	0	0	0	0	0	0
Nelson Gardens Community Space	14,700	0	0	0	0	0	0	0	0	0
Mostyn Gardens Outdoor Gym	0	0	0	0	0	0	0	0	0	0
Mostyn Gardens Outdoor Gym	9,570	0	0	0	0	0	0	0	0	0
WallRep ChrchLn& JohnInnes Pks	0	0	0	0	0	0	0	0	0	0
B487 Landscape Ravensbury Park	870	0	0	0	0	0	0	0	0	0
B649 Rvaensbury - Railings and Path	0	0	0	0	0	0	0	0	0	0

Environment and Regeneration	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicatived Budget 21/22	Indicatived Budget 22/23	Indicative Budget 23/24
B619 Ravensbury Park entrance	5,000	0	16/17	0	18/19	0	0	0	0	0
S106 South Park Gardens B346	15,170	0	0	0	0	0	0	0	0	0
B488 Landscape Dundonald Rec G	12,000	0	0	0	0	0	0	0	0	0
B617a-c Wimbledon Park upgrade	9,430	0	0	0	0	0	0	0	0	0
B486 Lndscp Ctnhm Pk HInd Gdns	0	0	0	0	0	0	0	0	0	0
Repairs to Water Wheel (B531)	2,490	0	0	0	0	0	0	0	0	0
Repairs to Water Wheel (B531)	11,230	0	0	0	0	0	0	0	0	0
Repairs to Water Wheel (B531)	5,000	0	0	0	0	0	0	0	0	0
B595 Colliers Wd Rec-play area	6,470	0	0	0	0	0	0	0	0	0
Rowan Rd Rec (B525)	0	0	0	0	0	0	0	0	0	0
Seph Hood Playground (B524)	0	0	0	0	0	0	0	0	0	0
B621 Joseph Hood Rec	0	0	0	0	0	0	0	0	0	0
B627a&b Cottnhm Prk-play area	2,960	0	0	0	0	0	0	0	0	0
21 - Morden Park	0	29,780	0	0	0	0	0	0	0	0
B596a&b,B625a-c Crckt Grn Area	21,000	0	0	0	0	0	0	0	0	0
B626a-c Cottnhm Prk&Hollnd Gdn	0	28,000	0	0	0	0	0	0	0	0
Merton & Sutton Cemetery Board	0	0	0	0	0	0	0	0	0	0
B651 South Park Gardens Pavil	17,000	0	0	0	0	0	0	0	0	0
B647 John Innes Park Improvmnt	2,000	0	0	0	0	0	0	0	0	0
B650 Rowan Road Park Improvmnt	3,060	0	0	0	0	0	0	0	0	0
Marathon Trust BMX Track	0	0	0	0	0	0	0	0	0	0
New Scheme- Figges Marsh Changing Room	100,000	0	0	0	0	0	0	0	0	0

Environment and Regeneration	Updated Budget	Updated Budget	Updated Budget	Updated Budget	Proposed Budget	Indicative Budget	Indicative Budget	Indicatived Budget	Indicatived Budget	Indicative Budget 23/24
Tomworth Daddling Dool	14/15	15/16	<b>16/17</b>	<b>17/18</b> 0	18/19	19/20	20/21	21/22	22/23	0
Tamworth Paddling Pool Mitcham Common Conservators	160,000	0	<u> </u>	-	0	0	0	0	0	0
	100,000	0	0	0	0	0	0	0	0	0
Living Wandle Ravensbury Park	76,200									
GLL Football	25,000									
Outdoor Gyms	60,000									
Total Greenspaces	966,200	307,780	425,000	250,000	350,000	350,000	350,000	350,000	350,000	350,000
Highways General Planned Works										
Surface Water Drainage	62,070	62,000	69,000	69,000	69,000	69,000	69,000	69,000	69,000	69,000
Highways bridges & structures	370,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000
Maintain AntiSkid and Coloured	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000
B340MOSS rpt (land Rutlish Rd)	0	0	0	0	0	0	0	0	0	C
97/8 Lombard Rd Improvements	0	0	0	0	0	0	0	0	0	C
Biver Wandle Footbridge	43,320	0	0	0	0	0	0	0	0	C
453 Haydons Road	0	0	0	0	0	0	0	0	0	C
ww Traffic Schemes	0	0	0	0	0	0	0	0	0	C
B638d/e Sustainable Transport	0	0	0	0	0	0	0	0	0	C
B646a Lombard Industrial Estat	48,070	0	0	0	0	0	0	0	0	C
B646b 7 Abbey Road	0	0	0	0	0	0	0	0	0	C
B639a Fair Green	42,600	0	0	0	0	0	0	0	0	C
B642 Streatham Rd	4,140	0	0	0	0	0	0	0	0	C
B671 Victoria Road	30,280	0	0	0	0	0	0	0	0	C
B674a-d Phase 1 Lambton Rd	31,910	0	0	0	0	0	0	0	0	C
B673a-c Phase 2 Lambton Rd	25,000	0	0	0	0	0	0	0	0	C
Total Highways General Planned Works	747,390	412,000	419,000	419,000	419,000	419,000	419,000	419,000	419,000	419,000
Highways Planned Road Works										
Borough Roads Maintenance	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Homezones	0	0	0	0	0	0	0	0	0	C
Severe Weather Maintenance	283,100	0	0	0	0	0	0	0	0	C
Total Highways Planned Road Works	1,783,100	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000

Environment and Regeneration	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicatived Budget 21/22	Indicatived Budget 22/23	Indicative Budget 23/24
Leisure Centres										
Leisure Centre Plant & Machine	280,960	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Morden Park Pool	1,000,000	10,000,000	0	0	0	0	0	0	0	0
Wimbledon Park Watersport Centre	0	0	0	0	0	0	0	0	0	0
Multi use Games Area at Canons	215,000	0	0	0	0	0	0	0	0	0
St Marks Academy Flood Lights	93,330	0	0	0	0	0	0	0	0	0
Public Halls	20,000	0	0	0	0	0	0	0	0	0
Wimbledon Park Lake De-Silting	0	0	0	0	1,500,000	0	0	0	0	0
Total Leisure Centres	1,609,290	10,300,000	300,000	300,000	1,800,000	300,000	300,000	300,000	300,000	300,000
Other E&R										
estry Hall	0	0	0	0	0	0	0	0	0	0
imbledon Library Flat	0	0	0	0	0	0	0	0	0	0
Big Lottery Play Areas	27,160	0	0	0	0	0	0	0	0	0
e iests House	0	300,000	0	0	0	0	0	0	0	0
Mobile Working Initiative	65,500	0	0	0	0	0	0	0	0	0
B551 B553 Mitcham schemes	0	0	0	0	0	0	0	0	0	0
B502/3 Going for Gold Actn Pln	0	0	0	0	0	0	0	0	0	0
WCA investment	0	0	0	0	0	0	0	0	0	0
Wimbledon Park Community Assn	21,680	0	0	0	0	0	0	0	0	0
Merton Energy Loan Fund	0	0	0	0	0	0	0	0	0	0
Garth Rd Workshop	0	0	0	0	0	0	0	0	0	0
Garage for Mayors Car	0	0	0	0	0	0	0	0	0	0
Invest to Save	0	0	0	0	0	0	0	0	0	0
Wimbledon Scout Group	0	0	0	0	0	0	0	0	0	0
Total Other E&R	114,340	300,000	0	0	0	0	0	0	0	0

	Updated	Updated	Updated	Updated	Proposed	Indicative	Indicative	Indicatived		Indicative
Environment and Regeneration	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget 23/24
On and Off Street Darking	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	
On and Off Street Parking		0								
Review & extension of CPZ W6	0	0	0	0	0		0	0		
B548 Obstructive Pkg Grove Rd	0	0	0	0	0	0	0	0		
B578 Marton Park CPZ (MP1)	0	0	0	0	0	0	0	0		
B579 Upper Greeb West	0	0	0	0	0	0	0	0		
Improved parking- shop parades	42,910	0	0	0	0	0	0	0	0	
Total On and Off Street Parking	42,910	0	0	0	0	0	0	0	0	0
Regeneration Partnerships										
Industrial Estate Investment	0	750,000	0	0	0	0	0	0	0	0
Colliers Wd- Regeneration Fund	1,336,420	0	0	0	0	0	0	0	0	0
Mitcham - Outer London Fund	78,660	0	0	0	0	0	0	0	0	0
Mitcham Major schemes	200,000	1,800,000	885,000	0	0	0	0	0	0	0
Restoration of South Park Gdns	129,890	0	0	0	0	0	0	0	0	0
€ ct106 Bottleneck Skills Grnt	14,070	0	0	0	0	0	0	0	0	0
678 Commonside East	55,010	0	0	0	0	0	0	0	0	0
D585 Economic Developmnt Strat	0	0	0	0	0	0	0	0	0	0
S106 Wim broadwy CA	46,480	0	0	0	0	0	0	0	0	0
6611 - Comm Facilities in WTC	30,000	0	0	0	0	0	0	0	0	0
Town Centre Investment	0	1,688,000	1,037,000	0	0	0	0	0	0	0
Mitcham Town Centre Improvements	401,630	300,000	0	0	0	0	0	0	0	0
Colliers Wood Town Centre Improvements	90,000	0	0	0	0	0	0	0	0	0
B550 Mitcham means Business	38,900	0	0	0	0	0	0	0	0	0
S106 Queensmere Road B429	0	0	0	0	0	0	0	0	0	0
B672a-f Connecting Colliers Wood	72,350	0	0	0	0	0	0	0	0	0
Total Regeneration Partnerships	2,493,410	4,538,000	1,922,000	0	0	0	0	0	0	0
Plans and Projects										
Low Carbon Zone	0	0	0	0	0	0	0	0	0	0
Climate Change Initiatives	70,000	0	0	0	0	0	0	0	0	0
Climate Change Initiatives	60,000	0	0	0	0	0	0	0	0	0
Total Plans and Projects	130,000	0	0	0	0	0	0	0	0	0

27,600

Biking Borough Project

Biking Borough Programme

Environment and Regeneration	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicatived Budget 21/22	Indicatived Budget 22/23	Indicative Budget 23/24
Street Lighting										
Street Lighting Replacement Pr	410,000	200,000	462,000	290,000	509,000	509,000	290,000	290,000	290,000	290,000
Total Street Lighting	410,000	200,000	462,000	290,000	509,000	509,000	290,000	290,000	290,000	290,000
Street Scene										
Improve markings & road signs	0	0	0	0	0	0	0	0	0	0
Street scene enhancements	250,000	250,000	0	0	0	0	0	0	0	0
B591b Shop Front Improvement	42,510	0	0	0	0	0	0	0	0	0
B591a Street Scene Improvement	17,680	0	0	0	0	0	0	0	0	0
Street Tree Programme	65,000	65,000	60,000	60,000	100,000	100,000	100,000	100,000	100,000	100,000
Raynes Park Street Scene	0	0	0	0	0	0	0	0	0	0
tal Street Scene	375,190	315,000	60,000	60,000	100,000	100,000	100,000	100,000	100,000	100,000
pransport for London										
Elec Vehic/Scooter Infrastruct	0	0	0	0	0	0	0	0	0	0
Strategic corridor Mitcham	0	0	0	0	0	0	0	0	0	0
Kingston/Hartfield Rd StratCor	0	0	0	0	0	0	0	0	0	0
Accesibility Programme	120,000	0	0	0	0	0	0	0	0	0
Cycle access/parking	184,000	0	0	0	0	0	0	0	0	0
Morden Town Centre	0	0	0	0	0	0	0	0	0	0
Victoria Rd Bus Access Impr	18,400	0	0	0	0	0	0	0	0	0
Poulter Park (Wandle Trail)	22,000	0	0	0	0	0	0	0	0	0
Casualty Reduction & Schools	184,000	0	0	0	0	0	0	0	0	0
School & Road Safety Campaigns	0	0	0	0	0	0	0	0	0	0
Bikeability cycle training Pro	0	0	0	0	0	0	0	0	0	0
Mobility Scooter Training	0	0	0	0	0	0	0	0	0	0
Unallocated	0	1,310,000	1,271,000	0	0	0	0	0	0	0
TFL Slippage - Corridors&Neigh	0	0	0	0	0	0	0	0	0	0
TFL Projected Slippage	319,010	0	0	0	0	0	0	0	0	0
										The second se

Environment and Regeneration	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicatived Budget 21/22	Indicatived Budget 22/23	Indicative Budget 23/24
Borough Support - Training	0	0	0	0	0	0	0	0	0	0
BCP Cycle Parking	0	0	0	0	0	0	0	0	0	0
Car Clubs	0	0	0	0	0	0	0	0	0	0
Car Clubs Expansion	0	0	0	0	0	0	0	0	0	0
Cycle Improvements	90,000	0	0	0	0	0	0	0	0	0
Developing the Tram	0	0	0	0	0	0	0	0	0	0
Willow Lane Industrial Estate	0	0	0	0	0	0	0	0	0	0
Motorcycles in Bus Lanes	0	0	0	0	0	0	0	0	0	0
Merton HS Victory to Norman	0	0	0	0	0	0	0	0	0	0
Central Rd Farm to Green	0	0	0	0	0	0	0	0	0	0
London Rd Mitcham to Pitcairn	0	0	0	0	0	0	0	0	0	0
₩illow Lane Bridge	0	0	0	0	0	0	0	0	0	0
/im TC Accessibility & Streets	0	0	0	0	0	0	0	0	0	0
Raydons Road	0	0	0	0	0	0	0	0	0	0
Qentral Road	360,000	0	0	0	0	0	0	0	0	0
London Rd Morden Rd to Crckt Green	0	0	0	0	0	0	0	0	0	0
Green Lane Share Path	0	0	0	0	0	0	0	0	0	0
Bewley Bridge	25,540	0	0	0	0	0	0	0	0	0
The Broadway-Russell to Merton Rd	115,000	0	0	0	0	0	0	0	0	0
Bus Stop Compliance	128,800	0	0	0	0	0	0	0	0	0
Coombe Lane	90,000	0	0	0	0	0	0	0	0	0
London Rd Lower Green to Crkt Grn	0	0	0	0	0	0	0	0	0	0
Morden Rd Kingston Rd to High Path	61,000	0	0	0	0	0	0	0	0	0
Mitcham Town Centre	290,000	0	0	0	0	0	0	0	0	0
A298/A238 Strategic Corridor	291,000	0	0	0	0	0	0	0	0	0
Total Transport for London	2,326,350	1,310,000	1,271,000	0	0	0	0	0	0	0

Environment and Regeneration	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicatived Budget 21/22	Indicatived Budget 22/23	Indicative Budget 23/24
Traffic and Parking Management										
B583 Wandle Road Area 20mph	0	0	0	0	0	0	0	0	0	0
B584 Eastfield Area 20mph zone	0	0	0	0	0	0	0	0	0	0
Area Traffic calming measures	0	0	0	0	0	0	0	0	0	0
Minor traffic/danger reduction	0	0	0	0	0	0	0	0	0	0
Traffic surveys & Safety Measu	0	0	0	0	0	0	0	0	0	0
Wimbledon Area Traffic Study	0	0	0	0	0	0	0	0	0	0
High Path Area(Option 1 + 3)	0	0	0	0	0	0	0	0	0	0
Parkway Area (20 mph scheme)	0	0	0	0	0	0	0	0	0	0
Pelham Road Area 20mph scheme	0	0	0	0	0	0	0	0	0	0
BPN Design Costs	0	0	0	0	0	0	0	0	0	0
raffic Schemes	135,730	135,000	150,000	156,000	175,000	175,000	175,000	175,000	175,000	175,000
Replace Parking Phone System	37,500	0	0	0	0	0	0	0	0	0
and Parking Management	173,230	135,000	150,000	156,000	175,000	175,000	175,000	175,000	175,000	175,000
Transport and Plant										
Replacement of Fleet Vehicles	590,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Network Rail	9,400	0	0	0	0	0	0	0	0	0
B494 BSA Imp 12261/12263	0	0	0	0	0	0	0	0	0	0
Shared Space	20,000	0	0	0	0	0	0	0	0	0
B573 Business Area Imprvt Prog	0	0	0	0	0	0	0	0	0	0
B574 Town Centre Transport Imp	0	0	0	0	0	0	0	0	0	0
B544 Wimbledon Station Access	11,790	0	0	0	0	0	0	0	0	0
B603 Improvements Coome Lane	0	0	0	0	0	0	0	0	0	0
B609 Wim Town Centre trans imp	5,000	0	0	0	0	0	0	0	0	0
B610 Wim Town Centre trans imp	42,490	0	0	0	0	0	0	0	0	0
B612 Safety & transport imprv	0	0	0	0	0	0	0	0	0	0
Transportation Enhancements	0	5,000,000	0	0	0	0	0	0	0	0
Total Transport and Plant	678,680	5,500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000

Environment and Regeneration	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicatived Budget 21/22	Indicatived Budget 22/23	Indicative Budget 23/24
Safer Merton - CCTV & ASB										
CCTV (match funding)	0	300,000	300,000	0	0	0	0	0	0	0
Total Safer Merton - CCTV & ASB	0	300,000	300,000	0	0	0	0	0	0	0
Environmental Health										
Disabled Facilities Grant DCLG	0	0	0	0	0	0	0	0	0	0
Disabled Facilities Grant LBM	0	0	0	0	0	0	0	0	0	0
Small Repairs Grant	0	0	0	0	0	0	0	0	0	0
Dev and Licensing of PH framework	30,000	0	0	0	0	0	0	0	0	0
Total Environmental Health	30,000	0	0	0	0	0	0	0	0	0
Waste Operations										
Alley Gating Scheme - Fly Tip	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
🔁-use/recycling Site Maintena	29,000	23,500	0	0	0	0	0	0	0	0
vaste Bins - Finance Lease	5,500	5,500	5,500	5,500	5,500	0	0	0	0	0
Waste Phase B - Replace RCVs	30,900	0	0	0	0	0	0	0	0	0
PS Vehicle Tracking	130,000	0	0	0	0	0	0	0	0	0
Kitchen Waste WRAP	0	0	0	0	0	0	0	0	0	0
Kitchen waste container replce	0	0	0	0	0	0	0	0	0	0
Total Waste Operations	215,400	49,000	25,500	25,500	25,500	20,000	20,000	20,000	20,000	20,000
TOTAL	13,095,490	26,166,780	8,334,500	4,500,500	6,378,500	4,873,000	4,654,000	4,654,000	4,654,000	4,654,000

#### Movement from Current to Proposed Summary Capital Programme 2014-19 and Indicative Programme to 2023/24

Appendix 5c
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Merton	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicatived Budget 21/22	Indicatived Budget 22/23	Indicative Budget 23/24
Total Corporate Services	0	0	0	0	972,000	0	0	0	0	0
Total Community and Housing	0	0	0	0	0	0	0	0	0	0
Total Children, Schools and Families	0	322,460	1,702,140	(524,420)	(7,474,680)	(2,984,400)	646,800	301,580	(3,261,630)	58,800
Total Environment and Regeneration	0	300,000	0	0	1,309,000	(217,000)	(191,000)	(191,000)	(191,000)	(191,000)
	0	622,460	1,702,140	(524,420)	(5,193,680)	(3,201,400)	455,800	110,580	(3,452,630)	(132,200)

Merton	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicatived Budget 21/22	Indicatived Budget 22/23	Indicative Budget 23/24
Total Corporate Budgets	0	0	Ű	0		0	0	0	0	
Total Buisness Improvement	0	0	0	0	0	0	0	0	0	0
Total Corporate Governance	0	0	0	0	0	0	0	0	0	0
To Resources	0	0	0	0	0	0	0	0	0	0
Tool Information Technology	0	0	0	0	172,000	0	0	0	0	0
To <del>ta</del> l Facilities Management	0	0	0	0	800,000	0	0	0	0	0
To l Corporate Services	0	0	0	0	972,000	0	0	0	0	0
Community and Housing										
Total Adult Social Care	0	0	0	0	0	0	0	0	0	0
Total Housing	0	0	0	0	0	0	0	0	0	0
Total Libraries	0	0	0	0	0	0	0	0	0	0
Total Community and Housing	0	0	0	0	0	0	0	0	0	0
Children, Schools and Families										
Total Primary School Expansions	0	0	(200,000)	(3,250,000)	(3,200,000)	(3,200,000)	0	0	0	0
Total Secondary School Expansions	0	0	(100,000)	(2,200,000)	(6,399,210)	0	0	(150,000)	(3,320,430)	0
Total SEN	0	100,000	0	3,000,000	0	0	0	0	0	0
Total Other	0	222,460	2,002,140	1,925,580	2,124,530	215,600	646,800	451,580	58,800	58,800
Total Children, Schools and Families	0	322,460	1,702,140	(524,420)	(7,474,680)	(2,984,400)	646,800	301,580	(3,261,630)	58,800
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Merton	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicatived Budget 21/22	Indicatived Budget 22/23	Indicative Budget 23/24
Environment and Regeneration										
Total Footways Planned Works	0	0	0	0	0	0	0	0	0	0
Total Greenspaces	0	0	0	0	0	0	0	0	0	0
Total Highways General Planned Works	0	0	0	0	0	0	0	0	0	0
Total Highways Planned Road Works	0	0	0	0	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
Total Leisure Centres	0	0	0	0	1,500,000	0	0	0	0	0
Total Other E&R	0	300,000	0	0	0	0	0	0	0	0
Total On and Off Street Parking	0	0	0	0	0	0	0	0	0	0
Total Regeneration Partnerships	0	0	0	0	0	0	0	0	0	0
Total Plans and Projects	0	0	0	0	0	0	0	0	0	0
Total Street Lighting	0	0	0	0	0	(26,000)	0	0	0	0
Total Street Scene	0	0	0	0	40,000	40,000	40,000	40,000	40,000	40,000
Total Transport for London	0	0	0	0	0	0	0	0	0	0
To I Traffic and Parking Management	0	0	0	0	(131,000)	(131,000)	(131,000)	(131,000)	(131,000)	(131,000)
Top I Transport and Plant	0	0	0	0	0	0	0	0	0	0
Total Safer Merton - CCTV & ASB	0	0	0	0	0	0	0	0	0	0
To <del>ta</del> l Environmental Health	0	0	0	0	0	0	0	0	0	0
Total Waste Operations	0	0	0	0	0	0	0	0	0	0
Total Environment and Regeneration	0	300,000	0	0	1,309,000	(217,000)	(191,000)	(191,000)	(191,000)	(191,000)

Appendix 5d
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	Undeted	Undersed	the data d	Undeted	Durant	In alteration	In alteration	to discribe d	In direction d	to discution
	Updated	Updated Budget 15/16	Updated	Updated	Proposed	Indicative	Indicative	Indicatived	Indicatived	Indicative
Corporate Services	Budget 14/15	Budget 15/10	budget 10/17	buuget 17/18	Duuget 10/19	Buuget 19/20	budget 20/21	budget 21/22	Duuget 22/25	buuget 25/24
Corporate Budgets										
Acquisitions Budget	0	0	0	0	0	0	0	0	0	0
Transformation Budgets	0	0	0	0	0	0	0	0	0	0
Capital Bidding Fund	0	0	0	0	0	0	0	0	0	0
Total Corporate Budgets	0	0	0	0	0	0	0	0	0	0
Business Improvements										
Replace doc management system	0	0	0	0	0	0	0	0	0	0
Customer Contact Programme	0	0	0	0	0	0	0	0	0	0
Data Labling	0	0	0	0	0	0	0	0	0	0
Re <del>pla</del> cement SC System	0	0	0	0	0	0	0	0	0	0
To Buisness Improvement Comporate Governance	0	0	0	0	0	0	0	0	0	0
Comorate Governance										
Le <del>gal</del> Case Management	0	0	0	0	0	0	0	0	0	0
Total Corporate Governance	0	0	0	0	0	0	0	0	0	0
(										
Improving Information Systems	0	0	0	0	0	0	0	0	0	0
Total Resources	0	0	0	0	0	0	0	0	0	0
Information Technology										
Disaster recovery	0	0	0	0	0	0	0	0	0	0
Planned Replacement Programme	0	0	0	0	397,000	0	0	0	0	0
ITSD Enhancements	0	0	0	0	(225,000)	0	0	0	0	0
Multi-Functioning Device (MFD)	0	0	0	0	0	0	0	0	0	0
Room and Space Management	0	0	0	0	0	0	0	0	0	0
Total Information Technology	0	0	0	0	172,000	0	0	0	0	0

	Updated	Updated	Updated	Updated	Proposed	Indicative	Indicative	Indicatived	Indicatived	Indicative
Corporate Services	Budget 14/15	Budget 15/16	Budget 16/17	Budget 17/18	Budget 18/19	Budget 19/20	Budget 20/21	Budget 21/22	Budget 22/23	Budget 23/24
Facilities Management										
Civic Centre refurbishment	0	0	0	0	0	0	0	0	0	0
Invest to Save Schemes	0	0	0	0	0	0	0	0	0	0
Water Safety Works	0	0	0	0	0	0	0	0	0	0
Asbestos Safety Works	0	0	0	0	0	0	0	0	0	0
Capital Works - Facilities	0	0	0	0	0	0	0	0	0	0
Civic Centre Passenger Lifts	0	0	0	0	0	0	0	0	0	0
Civic Centre Boilers	0	0	0	0	300,000	0	0	0	0	0
Data Centre Support Equipment	0	0	0	0	300,000	0	0	0	0	0
Civic Centre Staff Entrance Improvements	0	0	0	0	200,000	0	0	0	0	0
Civic Centre Windows	0	0	0	0	0	0	0	0	0	0
Total Facilities Management	0	0	0	0	800,000	0	0	0	0	0
TOTAL	0	0	0	0	972,000	0	0	0	0	0

Appendix 5d

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Community and Housing	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicatived Budget 21/22	Indicatived Budget 22/23	Indicative Budget 23/24
Adult Social Care										
Laptops for Other Staff	0	0	0	0	0	0	0	0	0	0
CareFirst report Development	0	0	0	0	0	0	0	0	0	0
Excel Add-Ins	0	0	0	0	0	0	0	0	0	0
Captive E-Learning CareFirst	0	0	0	0	0	0	0	0	0	0
Merton Information Portal	0	0	0	0	0	0	0	0	0	0
Adult Social care Collections	0	0	0	0	0	0	0	0	0	0
Telehealth	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0
Renlacement SC System	0	0	0	0	0	0	0	0	0	0
Toga Adult Social Care	0	0	0	0	0	0	0	0	0	0
Housing										
Birches Close	0	0	0	0	0	0	0	0	0	0
8 VAtion Road	0	0	0	0	0	0	0	0	0	0
191-193 Western Road	0	0	0	0	0	0	0	0	0	0
Western Road *	0	0	0	0	0	0	0	0	0	0
Disabled Facilities Grant	0	0	0	0	0	0	0	0	0	0
Universal Coldbusters	0	0	0	0	0	0	0	0	0	
Small Repairs Grant	0	0	0	0	0	0	0	0	0	0
Total Housing	0	0	0	0	0	0	0	0	0	0
Libraries										
Relocation of Colliers Wood Library	0	0	0	0	0	0	0	0	0	0
Library Self Service	0	0	0	0	0	0	0	0	0	0
Total Libraries	0	0	0	0	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0	0	0	0	0

Appendix 5c
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Children, Schools and Families	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicatived Budget 21/22	Indicatived Budget 22/23	Indicative Budget 23/24
Primary School Expansions			<u> </u>				<u> </u>	<u> </u>		<b>U</b>
All Saints/ South Wim YCC exp	0	0	0	0	0	0	0	0	0	0
Aragon expansion	0	0	0	0	0	0	0	0	0	0
Benedict expansion	0	0	0	0	0	0	0	0	0	0
Cranmer expansion	0	0	0	0	0	0	0	0	0	0
Cricket Grn Exp-Chapel Orchard	0	0	0	0	0	0	0	0	0	0
Dundonald expansion	0	0	0	0	0	0	0	0	0	0
Gorringe Park expansion	0	0	0	0	0	0	0	0	0	0
Hillcross School Expansion	0	0	0	0	0	0	0	0	0	0
Hollymount Permanent Expansion	0	0	0	0	0	0	0	0	0	0
Holy Trinity Expansion	0	0	0	0	0	0	0	0	0	0
Joseph Hood Permanent Expansn	0	0	0	0	0	0	0	0	0	0
Liberty expansion	0	0	0	0	0	0	0	0	0	0
Merton Abbey	0	0	0	0	0	0	0	0	0	0
Pu Growth - Unallocated	0	0	0	0	0	0	0	0	0	0
Perform School Expansion	0	0	0	0	0	0	0	0	0	0
Poplar Permanent Expansion	0	0	0	0	0	0	0	0	0	0
St 🙀ry's expansion	0	0	0	0	0	0	0	0	0	0
Singlegate expansion	0	0	0	0	0	0	0	0	0	0
William Morris PCP	0	0	0	0	0	0	0	0	0	0
Wimbledon Chase DCSF grant	0	0	0	0	0	0	0	0	0	0
Wimbledon Park expansion	0	0	0	0	0	0	0	0	0	0
22 FE School Expansion	0	0	0	0	0	0	0	0	0	0
23 FE School Expansion	0	0	0	0	0	0	0	0	0	0
24 FE School Expansion	0	0	(100,000)	(1,625,000)	(1,600,000)	(1,600,000)	0	0	0	0
25 FE School Expansion	0	0	(100,000)	(1,625,000)	(1,600,000)	(1,600,000)	0	0	0	0
26 FE School Expansion	0	0	0	0	0	0	0	0	0	0
27 FE School Expansion	0	0	0	0	0	0	0	0	0	0
28 FE School Expansion	0	0	0	0	0	0	0	0	0	0
29 FE School Expansion	0	0	0	0	0	0	0	0	0	0
Primary Expansion Contingency	0	0	0	0	0	0	0	0	0	0
Total Primary School Expansions	0	0	(200,000)	(3,250,000)	(3,200,000)	(3,200,000)	0	0	0	0

	Undersed	Undefed	Undefed	Undefed	Durante	In all sections	In alterative	In alteration of	In direction d	In direction
	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative	Indicative	Indicatived	Indicatived	Indicative
Children, Schools and Families	Duuget 14/15	Dudget 13/10			Duuget 10/13	Duuget 13/20	budget 20/21	Dudget 21/22	budget 22/23	budget 23/24
Scheme 1 Phased Extra 4fe	0	0	0	0	0	0	0	0	0	0
Scheme 2 Phased Extra 4fe	0	0	0			0	0	0	0	0
Scheme 3 Phased Extra 4fe reduced to 2fe	0	0	0	0	(1,849,610)	0	0	0	0	0
Scheme 5 Phased Extra 2fe	0	0	0	0	0	0		0	0	0
Scheme 6 Phased Extra 2fe	0	0	, i i i i i i i i i i i i i i i i i i i	Č Č	0	0		0	0	0
Scheme 7 Phased Extra 1fe reduced to 0 fe	0	0	. , ,			0		0	0	0
Scheme 8 Phased Extra 1fe reduced to 0 fe	0	0	(50,000)	(1,100,000)	(1,909,970)	0		0	0	0
Scheme 9 Phased Extra 2fe reduced to 0 fe	0	0	, i i i i i i i i i i i i i i i i i i i	0	0	0		(150,000)	(3,320,430)	0
Scheme 4 New School Extra 6fe	0	0	0	0	0	0	0	0	0	0
Secondary School Expansions	0	0	(100,000)	(2,200,000)	(6,399,210)	0	0	(150,000)	(3,320,430)	0
SEN										
Cr 🕰 et Green	0	0	(1,500,000)	1,500,000	0	0	0	0	0	0
Pri <b>⊕</b> ary school autism unit	0	0	0	0	0	0	0	0	0	0
Perseid	0	0	0	0	0	0	0	0	0	0
Pe id - Further 28 Places Primary	0	100,000	1,500,000	1,500,000	0	0	0	0	0	0
Secondary School Autism Unit	0	0	0	0	0	0	0	0	0	0
Total SEN	0	100,000	0	3,000,000	0	0	0	0	0	0
Other										
Inflation Contingency	0	172,460	1,952,140	1,875,580	2,074,530	165,600	596,800	401,580	8,800	8,800
Garden PCP	0	0	0	0	0	0	0	0	0	0
Devolved Formula Capital	0	0	0	0	0	0	0	0	0	0
Schools Access Initiative Inc	0	0	0	0	0	0	0	0	0	0
Schs Cap Maint & Accessibility	0	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Merton Pk- Entrance adaptation	0	0	0	0	0	0	0	0	0	0
Youth&Comm centres reprovision	0	0	0	0	0	0	0	0	0	0
Raynes Park Sports Pavilion	0	0	0	0	0	0	0	0	0	0
Free School Meals	0	0	0	0	0	0	0	0	0	0
Schools Equipment Loans	0	0	0	0	0	0	0	0	0	0
Total Other	0	222,460	2,002,140	1,925,580	2,124,530	215,600	646,800	451,580	58,800	58,800
TOTAL	0	322,460	1,702,140	(524,420)	(7,474,680)	(2,984,400)	646,800	301,580	(3,261,630)	58,800

Environment and Regeneration	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicatived Budget 21/22	Indicatived Budget 22/23	Indicative Budget 23/24
Footways Planned Works										
Repairs to Footways	0	0	0	0	0	0	0	0	0	0
B517 Enhancement to Footway	0	0	0	0	0	0	0	0	0	0
B499ab Imprve Holborn Way link	0	0	0	0	0	0	0	0	0	0
B660 Raynes Park Public Real Imps	0	0	0	0	0	0	0	0	0	0
B569a&b Belgrave Walk fencing	0	0	0	0	0	0	0	0	0	0
B500 7-13 Church Rd footway	0	0	0	0	0	0	0	0	0	0
Total Footways Planned Works	0	0	0	0	0	0	0	0	0	0
Greenspaces										
Beach Volleyball Courts	0	0	0	0	0	0	0	0	0	0
Playpace Pollards Hill - S106	0	0	0	0	0	0	0	0	0	0
P S Investment	0	0	0	0	0	0	0	0	0	0
Pars Bins - Finance Lease	0	0	0	0	0	0	0	0	0	0
Ragges Park Cricket Slips	0	0	0	0	0	0	0	0	0	0
Sherwood Rec - Play Area	0	0	0	0	0	0	0	0	0	0
King George Rec Play Area	0	0	0	0	0	0	0	0	0	0
Lewis Road Rec Alt Play Facility	0	0	0	0	0	0	0	0	0	0
Tamworth Rec Interactive Water Play	0	0	0	0	0	0	0	0	0	0
Edenvale Open Space Goal Mouth Surfacing	0	0	0	0	0	0	0	0	0	0
Sir Joseph Hood Crazy Golf	0	0	0	0	0	0	0	0	0	0
Wimbledon Park Crazy Golf	0	0	0	0	0	0	0	0	0	0
All Saints Play Area	0	0	0	0	0	0	0	0	0	0
Nelson Gardens Community Space	0	0	0	0	0	0	0	0	0	0
Mostyn Gardens Outdoor Gym	0	0	0	0	0	0	0	0	0	0
Mostyn Gardens Outdoor Gym	0	0	0	0	0	0	0	0	0	0
WallRep ChrchLn& JohnInnes Pks	0	0	0	0	0	0	0	0	0	0
B487 Landscape Ravensbury Park	0	0	0	0	0	0	0	0	0	0
B649 Rvaensbury - Railings and Path	0	0	0	0	0	0	0	0	0	0

	Updated	Updated	Updated	Updated	Proposed	Indicative	Indicative	Indicatived	Indicatived	Indicative
Environment and Regeneration	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24
B619 Ravensbury Park entrance	0	0	0	0	0	0	0	0	0	0
S106 South Park Gardens B346	0	0	0	0	0	0	0	0	0	0
B488 Landscape Dundonald Rec G	0	0	0	0	0	0	0	0	0	0
B617a-c Wimbledon Park upgrade	0	0	0	0	0	0	0	0	0	0
B486 Lndscp Ctnhm Pk HInd Gdns	0	0	0	0	0	0	0	0	0	0
Repairs to Water Wheel (B531)	0	0	0	0	0	0	0	0	0	0
Repairs to Water Wheel (B531)	0	0	0	0	0	0	0	0	0	0
Repairs to Water Wheel (B531)	0	0	0	0	0	0	0	0	0	0
B595 Colliers Wd Rec-play area	0	0	0	0	0	0	0	0	0	0
Rowan Rd Rec (B525)	0	0	0	0	0	0	0	0	0	0
Josedh Hood Playground (B524)	0	0	0	0	0	0	0	0	0	0
B Doseph Hood Rec	0	0	0	0	0	0	0	0	0	0
B627a&b Cottnhm Prk-play area	0	0	0	0	0	0	0	0	0	0
B5 <b>50</b> - Morden Park	0	0	0	0	0	0	0	0	0	0
B596a&b,B625a-c Crckt Grn Area	0	0	0	0	0	0	0	0	0	0
B626a-c Cottnhm Prk&Hollnd Gdn	0	0	0	0	0	0	0	0	0	0
Merton & Sutton Cemetery Board	0	0	0	0	0	0	0	0	0	0
B651 South Park Gardens Pavil	0	0	0	0	0	0	0	0	0	0
B647 John Innes Park Improvmnt	0	0	0	0	0	0	0	0	0	0
B650 Rowan Road Park Improvmnt	0	0	0	0	0	0	0	0	0	0
Marathon Trust BMX Track	0	0	0	0	0	0	0	0	0	0
New Scheme- Figges Marsh Changing Room	0	0	0	0	0	0	0	0	0	0

	Updated	Updated	Updated	Updated	Proposed	Indicative	Indicative	Indicatived	Indicatived	Indicative
Environment and Regeneration	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
Tamworth Paddling Pool	14/15	<b>15/16</b> 0	16/17	<b>17/18</b> 0	18/19	<b>19/20</b> 0	20/21	<b>21/22</b>	22/23	23/24
Mitcham Common Conservators	0	0	0		0	0	0	0	0	
	0	0	0	0	0	0	0	0	0	
Living Wandle Ravensbury Park	0	0	0	0	0	0	0	0	0	
GLL Football	0	0	0	0	0	0	0	0	0	
Outdoor Gyms	0	0	0	0	0	0	0	0	0	
Total Greenspaces	0	0	0	0	0	0	0	0	0	
Highways General Planned Works	_									
Surface Water Drainage	0	0	0	0	0	0	0	0	0	
Highways bridges & structures	0	0	0	0	0	0	0	0	0	
Maintain AntiSkid and Coloured	0	0	0	0	0	0	0	0	0	
B340MOSS rpt (land Rutlish Rd)	0	0	0	0	0	0	0	0	0	
B4908 Lombard Rd Improvements	0	0	0	0	0	0	0	0	0	
Riger Wandle Footbridge	0	0	0	0	0	0	0	0	0	
B493 Haydons Road	0	0	0	0	0	0	0	0	0	
New raffic Schemes	0	0	0	0	0	0	0	0	0	
B638d/e Sustainable Transport	0	0	0	0	0	0	0	0	0	
B646a Lombard Industrial Estat	0	0	0	0	0	0	0	0	0	
B646b 7 Abbey Road	0	0	0	0	0	0	0	0	0	
B639a Fair Green	0	0	0	0	0	0	0	0	0	
B642 Streatham Rd	0	0	0	0	0	0	0	0	0	
B671 Victoria Road	0	0	0	0	0	0	0	0	0	
B674a-d Phase 1 Lambton Rd	0	0	0	0	0	0	0	0	0	
B673a-c Phase 2 Lambton Rd	0	0	0	0	0	0	0	0	0	
Total Highways General Planned Works	0	0	0	0	0	0	0	0	0	
Highways Planned Road Works										
Borough Roads Maintenance	0	0	0	0	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,00
Homezones	0	0	0	0	0	0	0	0	0	
Severe Weather Maintenance	0	0	0	0	0	0	0	0	0	
Total Highways Planned Road Works	0	0	0	0	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,00

Environment and Regeneration	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Budget	Budget	Indicatived Budget 21/22	Indicatived Budget	Indicative Budget 23/24
Leisure Centres										
Leisure Centre Plant & Machine	0	0	0	0	0	0	0	0	0	0
Morden Park Pool	0	0	0	0	0	0	0	0	0	0
Wimbledon Park Watersport Centre	0	0	0	0	0	0	0	0	0	0
Multi use Games Area at Canons	0	0	0	0	0	0	0	0	0	0
St Marks Academy Flood Lights	0	0	0	0	0	0	0	0	0	0
Public Halls	0	0	0	0	0	0	0	0	0	0
Wimbledon Park Lake De-Silting	0	0	0	0	1,500,000	0	0	0	0	0
Total Leisure Centres	0	0	0	0	1,500,000	0	0	0	0	0
Other E&R										
Ve <del>s</del> my Hall	0	0	0	0	0	0	0	0	0	0
Wieledon Library Flat	0	0	0	0	0	0	0	0	0	0
BigPottery Play Areas	0	0	0	0	0	0	0	0	0	0
Pri <u>est</u> s House	0	300,000	0	0	0	0	0	0	0	0
Mobile Working Initiative	0	0	0	0	0	0	0	0	0	0
B551 B553 Mitcham schemes	0	0	0	0	0	0	0	0	0	0
B502/3 Going for Gold Actn Pln	0	0	0	0	0	0	0	0	0	0
WCA investment	0	0	0	0	0	0	0	0	0	0
Wimbledon Park Community Assn	0	0	0	0	0	0	0	0	0	0
Merton Energy Loan Fund	0	0	0	0	0	0	0	0	0	0
Garth Rd Workshop	0	0	0	0	0	0	0	0	0	0
Garage for Mayors Car	0	0	0	0	0	0	0	0	0	0
Invest to Save	0	0	0	0	0	0	0	0	0	0
Wimbledon Scout Group	0	0	0	0	0	0	0	0	0	0
Total Other E&R	0	300,000	0	0	0	0	0	0	0	0

	Updated	Updated	Updated	Updated	Proposed	Indicative	Indicative	Indicatived	Indicatived	Indicative
Environment and Regeneration	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
On and Off Street Parking	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24
Review & extension of CPZ W6	0	0	0		0		0	0		0
B548 Obstructive Pkg Grove Rd	0	0	0	-	0		0	0		0
B578 Marton Park CPZ (MP1)	0	0	0	0	0		0	0		0
B579 Upper Greeb West	0	0	0		0	0	0	0		0
Improved parking- shop parades	0	0	0		0	0	0	0		0
Total On and Off Street Parking	0	0	0	0	0	0	0	0	0	0
Regeneration Partnerships										
Industrial Estate Investment	0	0	0	0	0	0	0	0	0	0
Colliers Wd- Regeneration Fund	0	0	0	0	0	0	0	0	0	0
Mitcham - Outer London Fund	0	0	0	0	0	0	0	0	0	0
Mitcham Major schemes	0	0	0	0	0	0	0	0	0	0
Restoration of South Park Gdns	0	0	0	0	0	0	0	0	0	0
Sector 06 Bottleneck Skills Grnt	0	0	0	0	0	0	0	0	0	0
Bo Commonside East	0	0	0	0	0	0	0	0	0	0
B5 Economic Developmnt Strat	0	0	0	0	0	0	0	0	0	0
S1 <del>00</del> Wim broadwy CA	0	0	0	0	0	0	0	0	0	0
B611 - Comm Facilities in WTC	0	0	0	0	0	0	0	0	0	0
Town Centre Investment	0	0	0	0	0	0	0	0	0	0
Mitcham Town Centre Improvements	0	0	0	0	0	0	0	0	0	0
Colliers Wood Town Centre Improvements	0	0	0	0	0	0	0	0	0	0
B550 Mitcham means Business	0	0	0	0	0	0	0	0	0	0
S106 Queensmere Road B429	0	0	0	0	0	0	0	0	0	0
B672a-f Connecting Colliers Wood	0	0	0	0	0	0	0	0	0	0
Total Regeneration Partnerships	0	0	0	0	0	0	0	0	0	0
Plans and Projects										
Low Carbon Zone	0	0	0	0	0	0	0	0	0	0
Climate Change Initiatives	0	0	0	0	0	0	0	0	0	0
Climate Change Initiatives	0	0	0	0	0	0	0	0	0	0
Total Plans and Projects	0	0	0	0	0	0	0	0	0	0

	Updated	Updated	Updated	Updated	Proposed	Indicative	Indicative	Indicatived		Indicative
Environment and Regeneration	Budget 14/15	Budget 15/16	Budget 16/17	Budget 17/18	Budget 18/19	Budget 19/20	Budget 20/21	Budget 21/22	Budget 22/23	Budget 23/24
Street Lighting	14/15	15/_10	10/1/	1//10	10/19	15//20				
Street Lighting Replacement Pr	0	0	0	0	0	(26,000)	0	0	0	0
Total Street Lighting	0	0	0	0	0	(26,000)	0	0	0	0
Street Scene										
Improve markings & road signs	0	0	0	0	0	0	0	0	0	0
Street scene enhancements	0	0	0	0	0	0	0	0	0	0
B591b Shop Front Improvement	0	0	0	0	0	0	0	0	0	0
B591a Street Scene Improvement	0	0	0	0	0	0	0	0	0	0
Street Tree Programme	0	0	0	0	40,000	40,000	40,000	40,000	40,000	40,000
Raynes Park Street Scene	0	0	0	0	0	0	0	0	0	0
Total Street Scene	0	0	0	0	40,000	40,000	40,000	40,000	40,000	40,000
T Consport for London										
Elec Vehic/Scooter Infrastruct	0	0	0	0	0	0	0	0	0	0
Str <del>Ac</del> gic corridor Mitcham	0	0	0	0	0	0	0	0	0	0
Kingston/Hartfield Rd StratCor	0	0	0	0	0	0	0	0	0	0
Accesibility Programme	0	0	0	0	0	0	0	0	0	0
Cycle access/parking	0	0	0	0	0	0	0	0	0	0
Morden Town Centre	0	0	0	0	0	0	0	0	0	0
Victoria Rd Bus Access Impr	0	0	0	0	0	0	0	0	0	0
Poulter Park (Wandle Trail)	0	0	0	0	0	0	0	0	0	0
Casualty Reduction & Schools	0	0	0	0	0	0	0	0	0	0
School & Road Safety Campaigns	0	0	0	0	0	0	0	0	0	0
Bikeability cycle training Pro	0	0	0	0	0	0	0	0	0	0
Mobility Scooter Training	0	0	0	0	0	0	0	0	0	0
Unallocated	0	0	0	0	0	0	0	0	0	0
TFL Slippage - Corridors&Neigh	0	0	0	0	0	0	0	0	0	0
TFL Projected Slippage	0	0	0	0	0	0	0	0	0	0
Biking Borough Project	0	0	0	0	0	0	0	0	0	0
Biking Borough Programme	0	0	0	0	0	0	0	0	0	0

	Updated	Updated	Updated	Updated	Proposed	Indicative	Indicative	Indicatived	Indicatived	Indicative
Environment and Regeneration	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24
Borough Support - Training	0	0	0	0	0	0	0	0	0	0
BCP Cycle Parking	0	0	0	0	0	0	0	0	0	0
Car Clubs	0	0	0	0	0	0	0	0	0	0
Car Clubs Expansion	0	0	0	0	0	0	0	0	0	0
Cycle Improvements	0	0	0	0	0	0	0	0	0	0
Developing the Tram	0	0	0	0	0	0	0	0	0	0
Willow Lane Industrial Estate	0	0	0	0	0	0	0	0	0	0
Motorcycles in Bus Lanes	0	0	0	0	0	0	0	0	0	0
Merton HS Victory to Norman	0	0	0	0	0	0	0	0	0	0
Central Rd Farm to Green	0	0	0	0	0	0	0	0	0	0
London Rd Mitcham to Pitcairn	0	0	0	0	0	0	0	0	0	0
Witter Lane Bridge	0	0	0	0	0	0	0	0	0	0
Wight TC Accessibility & Streets	0	0	0	0	0	0	0	0	0	0
Hay Road	0	0	0	0	0	0	0	0	0	0
Ce <b>nt</b> al Road	0	0	0	0	0	0	0	0	0	0
London Rd Morden Rd to Crckt Green	0	0	0	0	0	0	0	0	0	0
Green Lane Share Path	0	0	0	0	0	0	0	0	0	0
Bewley Bridge	0	0	0	0	0	0	0	0	0	0
The Broadway-Russell to Merton Rd	0	0	0	0	0	0	0	0	0	0
Bus Stop Compliance	0	0	0	0	0	0	0	0	0	0
Coombe Lane	0	0	0	0	0	0	0	0	0	0
London Rd Lower Green to Crkt Grn	0	0	0	0	0	0	0	0	0	0
Morden Rd Kingston Rd to High Path	0	0	0	0	0	0	0	0	0	0
Mitcham Town Centre	0	0	0	0	0	0	0	0	0	0
A298/A238 Strategic Corridor	0	0	0	0	0	0	0	0	0	0
Total Transport for London	0	0	0	0	0	0	0	0	0	0

Environment and Regeneration	Updated Budget	Updated Budget	Updated Budget	Updated Budget	Proposed Budget	Indicative Budget	Indicative Budget	Indicatived Budget	Indicatived Budget	Indicative Budget
	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24
Traffic and Parking Management										
B583 Wandle Road Area 20mph	0	0	0	0	0	0	0	0	0	0
B584 Eastfield Area 20mph zone	0	0	0	0	0	0	0	0	0	0
Area Traffic calming measures	0	0	0	0	0	0	0	0	0	0
Minor traffic/danger reduction	0	0	0	0	0	0	0	0	0	0
Traffic surveys & Safety Measu	0	0	0	0	0	0	0	0	0	0
Wimbledon Area Traffic Study	0	0	0	0	0	0	0	0	0	0
High Path Area(Option 1 + 3)	0	0	0	0	0	0	0	0	0	0
Parkway Area (20 mph scheme)	0	0	0	0	0	0	0	0	0	0
Pelham Road Area 20mph scheme	0	0	0	0	0	0	0	0	0	0
LB	0	0	0	0	0	0	0	0	0	0
The Schemes	0	0	0	0	(131,000)	(131,000)	(131,000)	(131,000)	(131,000)	(131,000)
Re <u>pla</u> ce Parking Phone System	0	0	0	0	0	0	0	0	0	0
Total Traffic and Parking Management	0	0	0	0	(131,000)	(131,000)	(131,000)	(131,000)	(131,000)	(131,000)
Transport and Plant										
Replacement of Fleet Vehicles	0	0	0	0	0	0	0	0	0	0
Network Rail	0	0	0	0	0	0	0	0	0	0
B494 BSA Imp 12261/12263	0	0	0	0	0	0	0	0	0	0
Shared Space	0	0	0	0	0	0	0	0	0	0
B573 Business Area Imprvt Prog	0	0	0	0	0	0	0	0	0	0
B574 Town Centre Transport Imp	0	0	0	0	0	0	0	0	0	0
B544 Wimbledon Station Access	0	0	0	0	0	0	0	0	0	0
B603 Improvements Coome Lane	0	0	0	0	0	0	0	0	0	0
B609 Wim Town Centre trans imp	0	0	0	0	0	0	0	0	0	0
B610 Wim Town Centre trans imp	0	0	0	0	0	0	0	0	0	0
B612 Safety & transport imprv	0	0	0	0	0	0	0	0	0	0
Transportation Enhancements	0	0	0	0	0	0	0	0	0	0
Total Transport and Plant	0	0	0	0	0	0	0	0	0	0

	Updated	Updated	Updated	Updated	Proposed	Indicative	Indicative	Indicatived	Indicatived	Indicative
Environment and Regeneration	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24
Safer Merton - CCTV & ASB										
CCTV (match funding)	0	0	0	0	0	0	0	0	0	0
Total Safer Merton - CCTV & ASB	0	0	0	0	0	0	0	0	0	0
Environmental Health										
Disabled Facilities Grant DCLG	0	0	0	0	0	0	0	0	0	0
Disabled Facilities Grant LBM	0	0	0	0	0	0	0	0	0	0
Small Repairs Grant	0	0	0	0	0	0	0	0	0	0
Dev and Licensing of PH framework	0	0	0	0	0	0	0	0	0	0
Total Environmental Health	0	0	0	0	0	0	0	0	0	0
Waste Operations										
Alley Gating Scheme - Fly Tip	0	0	0	0	0	0	0	0	0	0
Re-Ue/recycling Site Maintena	0	0	0	0	0	0	0	0	0	0
Wase Bins - Finance Lease	0	0	0	0	0	0	0	0	0	0
Waste Phase B - Replace RCVs	0	0	0	0	0	0	0	0	0	0
GPA/ehicle Tracking	0	0	0	0	0	0	0	0	0	0
Kitchen Waste WRAP	0	0	0	0	0	0	0	0	0	0
Kitchen waste container replce	0	0	0	0	0	0	0	0	0	0
Total Waste Operations	0	0	0	0	0	0	0	0	0	0
TOTAL	0	300,000	0	0	1,309,000	(217,000)	(191,000)	(191,000)	(191,000)	(191,000)

## **APPENDIX 6**

#### DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - SAVINGS TO BE REPLACED

Panel	Ref		Description of Saving	Baseline Budget £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact
C&YP	CSF2012-01	Service	School Standards and Quality							
		Description	Increased income generation and management efficiencies	524	40	40			М	м
C&YP	CSF2012-05	Service	SEN Transport							
		Description	Introduce new models of fulfilling the council's statutory responsibilities	2,882	161	50			н	м
			for the provision of SEN transport.							
C&YP	CSF2012-08	Service	Children Social Care & Youth Inclusion							
		Description	Post 16 LAC/CL accommodation cost. Smarter	774	100				М	М
			commissioning/contracts							
Total C	hildren, Scho	ols and Families Savings			301	90	0	0	l	

#### DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - REPLACEMENT SAVINGS

	Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact
ס	C&YP		Service	School Standards and Quality						
age .			Description	This is a re-profiling of the budgeted savings for 2015-17 agreed by Council on 5 March 2014. Instead of spreading the income generation and management efficiencies saving of £80k over two years, we propose bringing the total saving forward to 2015/16.	524	80			М	М
146			Service Implication	Review costs, charging internally, increased external work and deletion of training budget. Reduced offer to schools apart from those which are requiring improvement.						
			Staffing Implications	Consideration may be given to a restructure when external funding is clearer - a national funding formula could affect DSG allocations.						
			Business Plan implications	Development of Merton Education Partnership						
			Impact on other departments	None						
			Equalities Implications	A focus would remain on the outcomes of key equalities groups						

# **APPENDIX 6**

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact
C&YP		Service Description Service Implication	Commissioning, Strategy and Performance This is a re-profiling of the budgeted saving agreed by Council for 2015- 17 on 5 March 2014. Due to demographic pressures on the budget we are proposing to reduce the post 16 LAC/CL accommodation saving for 2015/16 from £100k to £58k. Savings will be secured through improved commissioning and	774	58	50			Μ	М
		Staffing Implications	procurement of post 16 placements None							
		Business Plan implications	No specific Implications							
		Impact on other departments	Will require close working relationship with housing department re needs assessments and supported housing options							
		Equalities Implications	LAC and care leavers risk particular disadvantage which improved commissioning of placements can mitigate							
C&YP		Service Description Service Implication	Commissioning, Strategy and Performance This will be achieved through a combination of reducing our training for facilitators of parenting programmes and decommissioning a service where the commissioned outcomes are not being delivered. Further reduction in early intervention and prevention services largely provided by the local third sector. Possible increased pressure on statutory children's social care services.		63	40			Medium	High
			Reductions in staffing within provider organisations. Potential for increased pressure on social caref. No specific Implications							
		Impact on other departments	None.							
		Equalities Implications	These services are targeted at vulnerable groups, we will continue to prioritise commissioning according to need and risks.							
Total C	hildren, Schoo	ols and Families Savings			201	90	0	0		]

#### **APPENDIX 6**

#### **Previously Agreed Savings**

#### DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

Budget Process	Ref			Description of Saving	2015/16 £000	2016/17 £000	2017/18 £000
2012/15	ER07	Level 1		Development & Building Control			
			1)	The Government are proposing changes to the current charging model for DC. This would mean that the council will be able to set its own fees (levels are currently prescribed) in order to recover the full cost of delivering a number of services in this area, although it will not be able to make a profit.	200		
2014/17	EN09	Service/Section		Building and Development Control			
		Description		Mobile/home working. Less commuting time for DC and enforcement officers who can go directly to site without visiting the office. Will require fully functional IT systems to be in place.	40		
		Service Implication		During the implementation period there may be a limited impact on service delivery.			
		Staffing Implications		reduce 1FTE			
		Business Plan implications		It is intended that the introduction of this initiative will allow staff to carry out site inspections in a more timely and efficient manner.			
		Impact on other departments		Initially a reduced ability to help coordinate wider council strategies			
		Equalities Implications		none			
				Total Environment and Regeneration Savings	240	0	0

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#### **Deferred Savings proposals**

#### DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

Budget Process	Ref			Description of Saving	2015/16 £000	2016/17 £000	2017/18 £000
2012/15	ER07	Level 1	1)	<b>Development &amp; Building Control</b> The Government is no longer planning on implementing changes to the current charging model. Therefore, other options are being explored to meet this saving e.g. a shared services with other authorities, new ways of working, looking at income generation from fast track planning applications/ pre app advice, and expanding our planning performance agreements potential.	-200	200	
2014/17	EN09	Service/Section Description		Building and Development Control Mobile/home working. Less commuting time for DC and enforcement officers who can go directly to site without visiting the office. Will require fully functional IT systems to be in place.	-40	40	
		Service Implication Staffing Implications Business Plan implications		During the implementation period there may be a limited impact on service delivery. reduce 1FTE It is intended that the introduction of this initiative will allow staff to carry out site inspections			
		Impact on other departments Equalities Implications		in a more timely and efficient manner. Initially a reduced ability to help coordinate wider council strategies none			
				Total Environment and Regeneration Savings	-240	240	0

	Due dates	Action
	10 October	Despatch to Cabinet
	20 October	Interim Service Plans Presented to Cabinet
	27 October	Children and Young People scrutiny panel (4 November)
N	(despatch date)	review Interim plans
ŝvie	4 November 2014	Healthier Communities & Older People scrutiny panel
re	(despatch date)	(12 November) review Interim plans
iny	3 November	Sustainable Communities scrutiny panel (25 November)
Scrutiny review	(despatch date)	review Interim plans
Sc	17 November	Overview and Scrutiny (25 November) review Interim
	(despatch date)	plans
	28 November	Draft Service plans Despatch to Cabinet
	8 December	Cabinet to review all Interim Service Plans
	5 January	Children and Young People scrutiny panel (13 January)
Ň	(despatch date)	reviewing Draft plans
švie	6 January	Healthier Communities & Older People scrutiny panel (14
Scrutiny review	(despatch date)	January) reviewing Draft plans
iny	31 December	Sustainable Communities scrutiny panel (8 January)
srut	(despatch date)	reviewing Draft plans
Sc	21 January	Overview and Scrutiny (29 January) reviewing Draft plans
	(despatch date)	Overview and Scruting (29 January) reviewing Drait plans
	6 February	Final Plans despatched to Cabinet
	23 February	Full Council (4 March) to sign off <b>Final</b> Sonvice Plane
	(despatch date)	Full Council (4 March) to sign off <b>Final</b> Service Plans

### 2015-19 Service Planning Timetable

# Children Schools & Families

Children's Social Care			Planning Assur	nptions		
Cllr Maxi Martin & Cllr Martin Whelton, Cabinet Members for Children Services & Education	Anticipated demand	2013/14	2014/15	2015/16	2016/17	201
Enter a brief description of your main activities and objectives below	Population growth - looked after children		15	-30		
	Developing the Objid Devloping Disease		00	00		

Children's Social Care (CSC) delivers a range of government prescribed & legislated functions to children at risk of harm, children in care, care leavers & young offenders, as well as wider services for families. CSC works within an integrated context co-ordinating multi agency support to those families at all levels of Merton's Child & Young Person (CVP) 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 & life chances. Merton's CYP Well-being Model sets out Merton's approach to supporting families which seeks to provide services at the time they are needed to prevent further need arising & escalation up the model. These is the most efficient use of resources & CSC undertakes a range of family. the model. This is the most efficient use of resources & CSC undertakes a range of family support activity to prevent children entering either child protection or care systems at every stage of childhood. This necessitates a strong commitment to robust assessment & thresholds, which require a quality assurance function to ensure 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 attendees, and seeks to continue this approach, therefore ensuring that we minimise the use of costly high end interventions with our families & promote family strengths to enable them to care for their own children.

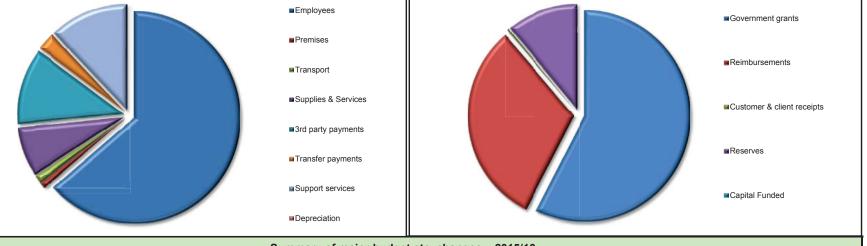
Youth Inclusion provides a targeted service to support vulnerable young people & their parents to prevent offending & re-offending. It also supports the transforming families programme, helping targeted families to get back into work, & improve the outcomes for their children by preventing reoffending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

				Pla	nning Assu	mptions					The Corporate strategies your
	Anticipated demand	201	3/14	201	4/15	20	15/16	2016/17	2017/18	2018/19	service contributes to
	Population growth - looked after children				15	5-30	· · · · · · ·				Children & Young person's Plan
Ī	Population growth - Child Protection Plans				30	)-60					Anti Social Behaviour
+	Increase in 0-19 population		3180								Health & Wellbeing
n	Increased pressure on more expensive specialist targeted services due to EIP savings & statutory duty.			Redu	ced EIP activ	vity may lead	to increased ne	eed for statutory interven	tions at a later stage.		Social Inclusion Strategy
	Anticipated non financial resources	201	3/14	201	4/15       2015/16       2016/17       2017/18       2018/19       service contributes to         15-30       Children & Young person's Plan       Anti Social Behaviour         30-60       Anti Social Behaviour       Health & Wellbeing         3180       Social Inclusion Strategy       Social Inclusion Strategy         4/15       2015/16       2016/17       2017/18       2018/19       Community Plan         ced EIP activity may lead to increased need for statutory interventions at a later stage.       Social Inclusion Strategy       Social Inclusion Strategy         4/15       2015/16       2016/17       2017/18       2018/19       Community Plan         07       202       200       200       Corp Equality Scheme         ore children to be placed for permanency in shorter time       Family Poverty       LAC Strategy         Vouth Crime       Youth Crime       Youth Crime						
	Staff (FTE) - reflects transfer of YS to Ed.	2	06	20	07	2	202	200	200		Corp Equality Scheme
	Adoption & fostering			M	ore children f	to be placed f	for permanency	y in shorter time			Family Poverty
											LAC Strategy
,											Youth Crime
0	Performance indicator	-		ets (T) & Provisional Performance Targets (PT)					Reporting cycle Indicator ty		
	% single assessments completed within agreed timescales	2013/14(1) 90	92	2015/16(PT) 95			) 2018/19(PT)		Monthly	Business critical	Safeguarding issues
	Weeks for child protection cases v Government target 26	90 37	92 28	95 27					,		<u> </u>
	Children in care adopted or receiving a Special Guardianship Order	12	13	13					,	,	
	% CYP on Child Protection Plan for 2nd or subsequent time	10	10	10	10	10		Low	Monthly	Quality	Safeguarding issues
	% NEET aged 16-19	8.3	5	4	3.5	3		Low	Monthly	Outcome	Social exclusion
	Number YJS first time entrants	96	80	75	70	65		Low	Monthly	Outcome	Social exclusion

	DE	PARTMENTAL	BUDGET AND	RESOURCES			
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	14,894	0	14,837	14,569	14,522	14,575	(
Employees	9,217		9,497	9,280	9,183	9,186	
Premises	122		124	125	127	128	
Transport	191		186	188	190	192	
Supplies & Services	1,198		1,095	1,108	1,121	1,134	
3rd party payments	1,844		1,781	1,708	1,735	1,762	
Transfer payments	412		398	404	410	417	
Support services	1,899		1,745	1,745	1,745	1,745	
Depreciation	11		11	11	11	11	
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	1,763	0	1,707	1,707	1,707	1,707	(
Government grants	958		982	982	982	982	
Reinibursements	633		534	534	534	534	
Custoner & client receipts	5		5	5	5	5	
Reserves	167		186	186	186	186	
Capital Funded							
Council Funded Net Budget	13,131	0	13,130	12,862	12,815	12,868	0
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Youth Centres Re-provision	119,010		20,000				
Childrens Disabled Breaks Grant	89,540						

20,000





Summary of major budget etc. changes ~ 2015/16

Staff reductions in Family and Adolescent Services stream: £220,000 Smarter commissioning of post 16 LAC/CL accommodation cost.: £100,000

2016/17



-Actual

0

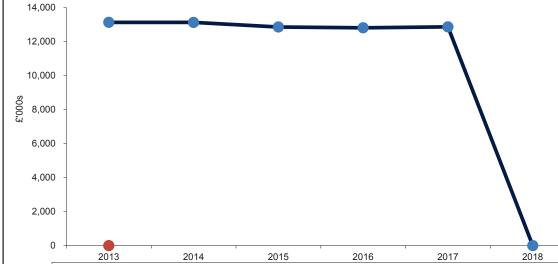
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Staff reductions in Family and Adolescent Services stream: £100,000

2017/18

2018/19



-Budget

0

208,550

Appendix 8



			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Children's Socia				Appendix
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME		Risk	
Pr	oject 1	Project Title:	Deliver transforming families year 2 & year 3 programme	To meet legislative requirements	Likelihood	Impact	Score
Start date	2013-14	Project Details:	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.		2	3	6
End date	2015-16		2015-16 - Claim Transforming Families performance by results funding.				
Pr	oject 2	Project Title:	Social Care Information System procurement & implementation				
Start date	2013-14	Project Details:	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	To improve case records, data quality, & management information on all casework in CSF, & to improve compliance with statutory & regulatory requirements including for inspection purposes	3	3	9
End date	2015-16		improvements re data quality & reporting in CF. Involves parts of Education Division dealing with casework. System also used by R&I & ART within CSP.				
Pr	oject 3	Project Title:	Preparation for new inspection regime	To meet legislative requirements			
Start date	2013-14	Project Details:	To improve data quality, case records & management, filing & retention, & reporting to provide required information for inspection purposes. To improve assessment, case management &		4	3	12
End date	2014-15		associated quality assurance. Primarily CSC project but also involves parts of Education Division & requires substantial input from CSP Division.				
Pr	oject 4	Project Title:	Youth Justice	To meet legislative requirements			
Start date	2014-15	Project Details:	Development of policy framework in response to regulation. Trend analysis.		3	2	6
End date	2015-16						
Pag	oject 5	Project Title:	Joint work with Housing	Improved resident well being			
0 S®rt date 1 5	2014-15	• Project Details:	To develop joint approaches for older LAC, unaccompanied asylum seekers, families with NRTPF. Relates to commissioning under CSP.		4	2	8
<b>⊟n∂</b> date	2015-16						
Pr	oject 6	Project Title:	Post-reorganisation review of staffing structure & processes				
Start date	2013-14	Project Details:	To review allocation of staffing between teams, caseloads & throughput, recruitment & retention implications. Associated process refinement across assessment, application of thresholds, EIP,	To improve safeguarding, contain services within limited budgets, & for staff retention	3	2	6
End date	2014-15		specialist & enhanced services. Joint work with legal on 26 week limit.				
Pr	oject 7	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							
Pr	oject 8	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							
Pro	oject 10	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date		,					

The Corporate strategies your Commissioning, Strategy and Performance Planning Assumptions Clirs Maxi Martin & Martin Whelton, Cabinet Members for Childrens Services & Education Anticipated demand 2013/14 2014/15 2015/16 2016/17 2017/18 2018/19 service contributes to Enter a brief description of your main activities and objectives below Increased demand for primary school 2fe 2fe 1fe 2fe Capital Programme The Commissioning, Strategy & Performance division provides strategic services for the Increased demand for secondary school 6fe 6fe Children & Young person's Plan Children, Schools & Families Department (CSF), Increased demand for special school places Community Plan policy, planning & performance management Overall demographic Impact of birth rate - increase of 40% in births between 2002 & 2011 Core Planning Strategy commissioning, procurement & contract monitoring; 2013/14 2017/18 2014/15 2016/17 2018/19 Anticipated non financial resources 2015/16 Corp Equality Scheme access to resources for looked after children/pupils with SEN; Corp Procurement Strategy Staff (FTE) 40 56 56 56 56 pupil place planning: Commissioning of a range of services to support CSF functions Local Development Framework school admissions; Contractors school expansion & overall CSF capital programme management; Performance Management Framework some departmental business support. Social Inclusion Strategy Main activities include: i) leading on strategic & operational planning for CSF; Performance Targets (T) & Provisional Performance Targets (PT) Main impact if indicator not ii) leading in local Children's trust & partnership development; Performance indicator Polarity Reporting cycle Indicator type met iii) production of management information for internal & external reporting Inc. 2014/15(T) 2015/16(PT) 2016/17 (PT) 2017/18(PT) 2018/19(PT) 2013/14(T) performance management statutory returns: Increased costs 6 reception year surplus places Low Annual Business critical 2 2 2 iv) production of policy documents & procedural guidance for professional staff; 6 secondary school Yr7 surplus places Inc. Academies Low Annual Business critical Increased costs 12 8 5 v) leading on joint commissioning with partners; 6 major capital projects green/amber to time Quarterly Business critical Increased costs 90 90 90 High vi) managing schools Private Finance Initiative & other service contracts; % major capital projects green/amber to cost 90 Low Quarterly Business critical Increased costs vii) procuring placements for looked after children/pupils with SEN; 90 90 viii) planning sufficient school places; % fostered LAC in external agency foster care placements 38 36 34 Low Quarterly Business critical Increased costs ix) co-ordination of pupil admissions to Merton schools; Quarterly Numbers of in-house foster carers recruited 20 20 High Quality Reduced customer service 16 x) project managing school expansions & other capital schemes. % completion rates for parenting programmes High Quarterly **Business** critical Loss of Government grant 75 80 85 % commissioned services guarterly monitoring completed 100 100 High Quarterly Business critical 100 % statutory returns to government on time 100 100 100 Hiah Quarterly Business critical DEPARTMENTAL BUDGET AND RESOURCES 2015/16 Expenditure 2015/16 Income Budget Actua Budget Budget Budget Budget Budget Revenue £'000s 2013/14 2013/14 2014/15 2015/16 2016/17 2017/18 2018/19 Employees Expenditure 16.571 15.620 15.751 Government grants 15.636 15,661 Employees 2.11 2.25 2.25 2.25 2.260 Promises Premises 526 52 528 138 53 Transport 40 39 4 4 41 Reimbursements Supplies & Services 6.84 6,34 6,306 6,314 6,371 Transport 3rd party payments 6,915 5,86 5.894 5,92 5,956 Transfer payments Supplies & Services Support services 512 59 50 Customer & client receipts Depreciati Budget Actual Budget Budget Budget Budget Budget 3rd party payments 2013/14 2013/14 2014/15 2015/16 2016/17 2017/18 2018/19 2,90 2,379 2,383 Reserves 2,37 2,38 Transfer payments rnoen grants 74 10 106 eimburgenents stomer & client receipts 20 31 311 31 31 1.94 1.960 1,962 1.964 1,966 Support services Capital Funded serves anital Depreciation ouncil Sunded Net Budget 13,670 13.259 13,241 13.280 13,368 oital Budget £'000s Budget Actual Budget Budget Budget Budget Budget Summary of major budget etc. changes ~ 2015/16 2013/14 2013/14 2014/15 2015/16 2016/17 2017/18 2018/19 Reduce expenditure on LAC and SEN placements: £100,000 2016/17 0 Reduce expenditure on LAC and SEN placements: £50,000 16,000 14,000 12.000 2017/18 8.000 6,000 4.000 2018/19 2.000 0 2013 2014 2015 2016 2017 2018 Budget Actual

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)	- MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD			Appe
			Commissioning, Strategy a	nd Performance			
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood	Risk Impact	Score
Pro	oject 1	Project Title:	Commissioning		LIKeimood	impact	OCOTE
Start date	2014-15	Project Details:	Range of significant changes to CSF commissioning, including working jointly with public health on commissioning of health visitor services for CYP & families; working with CCG to explore options for the future commissioning of health services for CYP & families - initial project to identify the way forward, could develop into a substantial piece of work for major transformational change depending on solution; commissioning of post-16 AltEd & RPA places; commissioning of placements for older LAC and care	More efficient way of working	3	2	6
End date	2015-16		leavers accommodation.				
Project 2		Project Title:	Implementation of secondary & special school expansion strategy				
Start date	2013-14	Project Details:	Pupil places planning, development of strategy, statutory processes, planning & delivery of construction	To meet legislative requirements	5	3	15
End date	2017-18	r roject Detailo.	contracts. Includes consideration of provision for SEND.				
Pro	oject 3	Project Title:	PFI - 5 year review				
Start date	2014-15	Project Details:	Quinquennial soft services review.	More efficient way of working	4	2	8
End date	2014-15						
Pro	oject 4	Project Title:	School Admissions System Procurement				
Start date 2013-14 End date 2015-16 Project Details:		Project Details:	Procurement of school admissions system, including consideration of surrounding processes. Also	More efficient way of working	3	3	9
			engagement with CC Programme.				
	oject 5	Project Title:	Participation & Engagement Review				
Standate	2014-15	Project Details:	Review of i) existing participation and engagement capacity in CSF, ii) reprioritisation of activity and iii)	Improved resident well being	3	1	3
End date	2014-15	-	model of delivery. Work could lead to internal restructuring or external commissioning of service.				
07 Pro 4	oject 6	Project Title:	Increase uptake of Free School Meals				
Start date	2014-15	Project Details:	Increase proportion of those eligible for free school meals who apply for and then take up entitlement. Work will include reviewing marketing and application procedures and targeted work with schools with	Improved resident well being	2	2	4
End date	2014-15		lower FSM registrations than would be expected from analysis of deprivation factors.				
Pro	oject 7	Project Title:	Release of Assets				
Start date		Project Details:	To address a range of issues related to CSF property & accomodation, including consideration of further potential for flexible working & consolidation in the Civic Centre; review of caretakers' houses.	More efficient way of working	3	1	3
End date	d date						
Pro	oject 8	Project Title:	Progress existing capital schemes & provide additional FE's in primary schools				
Start date	2013-14	Project Details:	Completion of construction projects in progress. Consideration of further primary places required,	To meet legislative requirements	3	3	9
End date	2016-17		planning & delivery of construction projects.				

Appendix 8
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	Educat											nning Assun					The Corporate strategies your
Clirs Maxi Martin & Martin						Anticipated			201	3/14	201	4/15	2015/16	2016/17	2017/18	2018/19	service contributes to
Enter a brief descri			-			recast increase i							:	2400	-		Children & Young person's Plan
Schools Standards & Quality			ils in Merton Scho	ools by:		ease in compuls	,										Community Plan
	analysing & evaluating pupil & school performance Forecast increase skills in planning, teaching, assessment, leadership & management					-							0 - 400			Corp Equality Scheme	
<ul> <li>working with schools to reduce</li> </ul>	inequality & impro	ove achievemer	nt for vulnerable			recast increase i								780			Performance Management Framework
<ul> <li>changing relationships between Special Education Needs &amp; Di</li> </ul>					Ant	icipated non fir		rces		3/14	201		2015/16	2016/17	2017/18	2018/19	Social Inclusion Strategy
<ul> <li>building capacity in schools &amp; s</li> </ul>				ND Dy		Staff (I	,		2	36	25		247	247	237		LAC strategy
<ul> <li>focus on early intervention &amp; pr</li> </ul>	revention as well a	s direct suppor	rt for schools & fa	milies		School to sch			+					schools to support each oth			Youth crime
<ul> <li>implementing the requirements</li> <li>Early Years Services will improve</li> </ul>						Voluntary						F		some commissioned services, youth and early years	es		Family poverty Health & wellbeing
<ul> <li>universal, early help &amp; targeted</li> </ul>		il officiation agos				Voluntary	Services		-				volunteers in school	s, youth and early years	1		Health & wendering
<ul> <li>children's centres</li> <li>free nursery places for 2 to 4 years</li> </ul>	oor oldo					Performance	e indicator		Perform	nance Target	s (T) & Provi	sional Perfor	rmance Targets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
<ul> <li>information for families (0-19)</li> </ul>	ear olus					i onormano.	o marcator		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT) 2018/19(PT)	-	rioportang oyoto	indicator type	met
· childcare market management					% 5 0	GCSE A-C includ	ding English &	maths	64	65		()		High	Annual	Outcome	Reputational risk
<ul> <li>Youth Inclusion will improve ou</li> <li>providing universal &amp; targeted in</li> </ul>			es for YP & schoo	bls		of Ofsted inspe			77	85				High	Monthly	Outcome	Inspection outcomes
· providing support to prevent bu	ullying, substance r	misuse & teena				% L4 English &	maths as KS2	-	78	82				High	Annual	Outcome	Reputational risk
attendance & to encourage emo · developing alternative education			in advantion train	ing 8	% se	condary school a	attendance (LA	only)	new	94.5				High	Quarterly	Outcome	Increased costs
employment	on onenings to enat	Die TF to Stay I	in education, trail	iiriy a	% p	rimary school at	tendance (LA	only)	new	95				High	Quarterly	Outcome	Breach statutory duty
· leading on the council's partner		e & CAMHS fo	or education			Provision of s			520	520				High	Annual	Outcome	Reputational risk
improving attendance in Mertor	n schools					% EY foundatio	on stage profile		60	65				High	Annual	Outcome	Increased costs
						Outstanding chi			100	100				High	Quarterly	Outcome	Inspection outcomes
						Youth service pa	articipation rate	9	2000	2000				High	Annual	Output	Reputational risk
	DE	PARTMENTAL	L BUDGET AND	RESOURCES						2	2014/15 Exp	enditure				2014/15 Income	
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget										
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19						Employees				Government grants
Expenditure Employees	37,648 10,453	0	39,709 10,106	39,499 9,956	39,542 9,949	39,348 9.700	3 0										
Premises	511		734		9,949	9,700			//				Premises				
Transport	3,210		3,112	2,998	2,995	3,042			//								Reimbursements
Supplies & Services	12,779		13,956	13,984	14,012	13,995			1				Transport				
3rd party payments Transfer payments	8,430 19		9,435	9,449 19	9,461 19	9,474			10								Customer & client receipts
Support services	2,188		2,156	2,156	2,156	2,156	8						Supplies & S	Services			Customer & client receipts
Depreciation	58		191	191	191	191										4	
Revenue £ 000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget						3rd party pa	yments			■ Interest
In come	2013/14 8.444	2013/14	2014/15 4,982	2015/16 5,019	2016/17 5,056	2017/18 5,073	2018/19						1				
Governee grants	2,261		250	250	250								Transfer pay	ments			- 2
Reimburgenents	3,958		2,390	2,390	2,390	2,390											Reserves
Customer & client receipts Interest	2,225		2,342	2,379	2,416	2,433	3						Support ser	vices			
	0		0	0	0	0						/					Capital Funded
Reserves Capital Funded											/		Depreciation				
Council Funded Net Budget	29,204	0	34,727	34,480	34,486	34,275	0										
Capital Budget £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget						Summary of	najor budget etc. cha	anges ~ 2015/16		
Supital Budget 2 0003	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19										
	↓												School Standards and Years service: £10,00	Quality service: £40,000			
														o ion of SEN transport: £16	51.000		
															er deprivation: £150,000		
	┼───┼		1				┼───┤										
	1						+										
	0	0	0	0	n	0	0 0							2016/17			
	-1		-	-	-	-	· · ·	Increased in	come genera	tion and ma	nagement ef	ficiencies in	School Standards and	Quality service: £40,000			
40,000 ]								Restructurin	ig and realign	ment to deliv	er efficiencie	es: in Early '	Years service: £10,00	0			
														ion of SEN transport: £5			
35,000 -					-			Substantial	reduction in E	r buagets w	mist retainin	g existing Cl	milaren's Centres targe	ted work in areas of high	er deprivation: £7,000		
				-													
30,000 -					<b>\</b>												
					\									2017/18			
න 25,000 -					<u>۱</u>			Substantial	reduction in E	Y budgets w	hilst retainin/	g existing Cl	hildren's Centres targe	ted work in areas of high	er deprivation: £250,000		
9 4 20,000 -					\												
20,000																	
15,000 -						<b>\</b>											
10,000						\											
10,000 -						\								2018/19			
														2016/19			
5,000 -						\											
						<u>۱</u>											
0		1		· · · ·		<b>_</b>											
2013	2014	201	15	2016	2017	2018											
		Budget			Actual												

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)	- MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD			Appe
			Education				
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME		Risk	_
Der	in at 4	Design of Titles			Likelihood	Impact	Score
Start date	oject 1 2013-14	Project Title: Project Details:	Improving pupil outcomes at KS2 & KS4 Ongoing work with schools. Challenge and support, monitoring, feedback, including Ofsted. Training	Improved resident well being	2	3	6
End date	2016-17		and collaboration.				
Pro	oject 2	Project Title:	School Improvement - development of SLAs				(
Start date	2013-14	Project Details:	Ongoing development of partnership with schools, including new Ofsted requirements, developing new curricula. Merton Leaders of Education Programme. More commercial approach to SSQ services, and	Improved resident well being	2	2	4
End date	2016-17		move to a sharper SLA based charging process, to facilitate provision to other organisations and to generate income.				
Pro	oject 3	Project Title:	Transforming Early Years				
Start date	2013-14	Project Details:	Including provision of 2 year-old places to meet legislative requirement - stage 2 is for a further 500 places; ongoing development of the Locality Model to reorganise provision to maximise outcomes	Improved resident well being	3	2	6
End date	2015-16		within available funding - service realignment & increasingly targeted provision; further alternative / shared / mixed use for the centres.				
Pro	oject 4	Project Title:	Implementation of requirements of Children & Families bill				
Start date	2013-14	Project Details:	Development to meet legislative requirements including assessment framework, Ed, Health & Care Plan, development of the local offer, joint working with other agencies, secure web portal to access & comment on care plan, also to set out services in the local offer, personal budgets for those families	To meet legislative requirements	4	3	12
End date	date 2015-16 Project Details: cor tha 25.		that want them. Related to SCIS & CC Programme. Including addressing new statutory duty for age 19- 25. Develop plan and manage process within available funding streams.				
	oject 5	Project Title:	Development of AltED & linked provision				
Standate	2013-14	Proiect Details:	Development of Melbury College and commissioning of AltEd provision. Including addressing new	To meet legislative requirements	3	2	6
End date	2015-16		statutory duty for age 19-25. Develop plan and manage process within available funding streams.				
	oject 6	Project Title:	Youth transformation phases 2 & 3				
Start date	2013-14	Project Details:	Consolidation of localities - Morden and Wimbledon and roll out of Mitcham provision	Improved resident well being	4	3	12
End date	2015-16	. 10,000 2000101					
Pro	oject 7	Project Title:	Raising Participation Age				
Start date		- Project Details:	Development to provision to meet range of needs. Relates to CSP activity, including processes & accuracy of data from schools and colleges to reduce NEET, EET & unknowns.	To meet legislative requirements	3	2	6
End date							

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## Community and Housing

	Adult So	nial Caro									DI	anning Assu	motiona					The Corporate strategies your
Cllr Linda Kirby			ial Cara & Haalth			Anticipated	d domond		201	13/14		4/15		15/16	2016/17	2017/18	2018/19	service contributes to
Enter a brief descri				0)4/	, I.I.I.I.I.I.I.I.I.I.I.I.I.I.I.I.I.I.I.	No. of people red		20		630		729		829	6920	2011/10	2010/10	Voluntary Sector Strategy
	ption of your m	and activities af	a objectives bei		ł – – – – – – – – – – – – – – – – – – –					400		400			2500	+		
						People ag	, ,							500				Community Plan
Adult Social Care is a statuto whereby the council has a du						People a				700		300		800	1900			Social Inclusion Strategy
assessment of need for peop						of people aged				963		957		022	2047			Children & Young person's Plan
due to disability or illness. Or					Ant	icipated non fir		irces		13/14		4/15		5/16	2016/17	2017/18	2018/19	Corp Procurement Strategy
-						Staff (I	(FTE)		4	44	42	0.19	42	0.19	418.19			Customer Services Strategy
There are eligibility criteria to	define need ar	d to keep this	in line with reso	urces as far														Homelessness Strategy
as possible.																		Older People's Housing
Our approach to reducing the	a convice and fir	d aquinga ia h		for using														Workforce Development Plan
Our approach to redesign the resources. This means maint						Derfermense			Perform	nance Targe	ets (T) & Prov	isional Perfo	rmance Targ	gets (PT)	Deleritu	Reporting cycle	Indiantantuna	Main impact if indicator not
recovery in order to limit sper						Performance	e indicator		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	Indicator type	met
needed, we do this in a perso	on centred way	which encoura	iges maximum	portio	No of carers re	ceiving a servic	e		28.5%	878	930	996	1075		High	Monthly	Business critical	Breach statutory duty
independence, minimises pr					% Older people	still at home fol	llowing Reable	ement	77	85.7	85.8	85.9	86	1	High	Annual	Outcome	Increased costs
taxpayers, to work in partners					No of people or	the Occupation	nal Therapy wa	aiting list	80	75	74	72	70		Low	Monthly	Quality	Increased waiting times
everyone to contribute to the	ir own or others	support along	gside what is fur	ded by the	% People receiv	ving 'long term'	Community S	ervices	82	70	71	72	73	1	High	Monthly	Business critical	Increased costs
taxpayer.						long term' servic						1						
Looking ahead there are two	key national no	licy changes a	and challenges to		Support		occ recenting .		45	TBC	TBC	TBC	TBC		High	Monthly	Unit cost	Government intervention
incorporate in our redesign, r						ayed Transfers of	of care from h	ospital (both	6.5	5	5	5	5		Low	Monthly	Business critical	Increased costs
	.,				NHS and Merto				5.0	Ť	Ť	Ť	Ť	1		.,		
									1	1	1	1	1	1		1		
									+		+	<u> </u>	<u> </u>			1		
		DADTREELT	DUDOLT AND						1	1	1	I	I	1	<u>ا</u>	1	1	
			BUDGET AND I		<b>I - - - -</b>		1	4		:	2015/16 Ex	penditure					2015/16 Income	
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget											
Expanditura	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	-						Employees				Government grants
Expenditure	81,775	0	77,102	78,237		77,911	0	4										
Employees Premises	15,405 500		14,464 481	14,309 489		14,339 505	5	1						Premises		4		= Poimburgons = th
Transport	1,390		1,167	1,188		1,230	ő	1	100									Reimbursements
Supplies & Services	3,682		3,914	3,965	4,010	4,055	5	1				1	1	Transport				
3rd party payments	40,964		40,565	41,338		39,933	3	1			1							Customer & client receipts
Transfer Payments	12,550		9,394	9,831		10,732				\				Supplies & Se	ervices			
Support services	7,208		7,041	7,041	1.	7,041	1	1										
Depreciation	76	A	76	76	10	76	5 Declarat	-				-	·	3rd party pay	ments			Recharges
Revenue £000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19							ford party pay				
Income	2013/14 23,736	2013/14	2014/15	2015/16 21,253		2017/18		-						Transfer Pay	monto			Reserves
Governmen grants	131		135	109		71		1						Transler Fay	nents			
Reimburgenents Customer & client receipts	10,012		7,936	7,611		8,007		1										
	10,276		10,424	10,424		10,424		1						Support servi	ces			Capital Funded
Recharges	3,317		3,109	3,109	3,109	3,109	9			-	1							
Reserves Capital Funded	0		0	0	0	0	2	-						Depreciation				
	0		0	0	0	0	)											
Council Goded Net Budget	58,039	0	55,498	56,984	55,658	56,300	0						Sum	nmary of m	ajor budget etc. cha	nges ~ 2015/16		
Overland Developed Older	Budget	Actual	Budget	Budget	Budget	Budget	Budget	Growth - Pla		mographic	changes - £1	m						
Capital Budget £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Growth for C										
Replacement SC System			971,000	971,000				Savings - £2		,								
Laptops for Managers & Staff	22,100		60,000	60,000				BCF allocati										
Other IT Schemes	142,940		79,100	79,100					e total allocati									
						1		(i.e £2.9m s	spend carried	forward fror	m 2014/15 ar	nd £2.4m pro	posed new	investments	)			
	1		1 1		1	i	1	1										
	1		1 1		1	i	1	1										
	1				1		1								2016/17			
	1				1		1	Growth Di	acements -De	mographie	changes C1	m						
	165,040	0	1,110,100	1,110,100	_	0			acements -De Concessionar									
	103,040		1,110,100	1,110,100			·] ·	Savings - £2	2.328m	, 10.00	20.100							
60,000 T								J										
			-															
55,000 -																		
50,000 -					<u>۱</u>													
45,000 -					<b>\</b>			L										
					<u>۱</u>										2017/18			
40,000					<u>۱</u>			Growth - Pla	acements -De	emographic of	changes - £1	m						
g 35,000 -					<u>۱</u>			Growth for C	Concessionar	y fares incre	ease - £0.450	)m						
G 30,000 -					· · · · · ·			Savings - £0	0.322									
25,000 -						\												
20,000 -						1												
15,000 -						<b>\</b>									2018/19			
						\ \									2010/13			
10,000 -						\ \												
5,000 -						<u>۱</u>												
0																		
2013	2014	201	15 2	016	2017	2018												
		Budget			Actual													
								1										

Appendix 8

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT	A MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD			Appen
			Adult Social (				
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	1.11	Risk	0
Proj	ect 1	Project Title:	Below inflation uplift to third party suppliers		Likelihood	Impact	Score
Start date	2015-16	Project Details:	Continue the below inflation uplift. This will be a total of 8 years at 0% or below inflation uplift (2015-16	To meet budget savings and service design requirements	4	2	8
End date	2016-17		& 2016-17 Ref: CH1).				
Proj	ect 2	Project Title:	Brokerage efficiencies				
Start date	2015-16	Project Details:	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).	To meet budget savings and service redesign requirements	4	2	8
End date	2017-10						
Proj	ect 3	Project Title:	Procurement efficiencies				
Start date	2015-16	Project Details:	Delivering efficiencies through contract negotiations ((2015-16 - 2017-18 Ref: CH10).	To meet budget savings and service redesign requirements	4	2	8
End date	2017-18						
Proj	ect 4	Project Title:	Remodelling and re-procuring the domicilary care service				
Start date	2015-16	Project Details:	Remodelling and re-procuring the domicilary care service, following the end of the 3 year contract starting in 2012 (2015-16 to 2017-18 Ref:?)	To meet budget savings and service redesign requirements	3	2	6
End date	2017-18						
	ect 5	Project Title:	Supporting People				
	2015-16	Project Details:	Review and restructuring of Supporting People contracts. (2015-16 Ref:?)	To meet budget savings and service redesign requirements	4	2	8
End date	2015-16						
O Proj	ect 6	Project Title:	Staffing Reductions (Commissioning)				
O Start date	2015-16	Project Details:	Staffing reductions within the Commissioning Team (2015-16 Ref:?)	To meet budget savings and service redesign requirements	4	3	12
End date	2015-16						
Proj	ect 7	Project Title:	Promoting Independence				
Start date	2015-16	Project Details:	Public Value Review - Efficiencies to be found in hospital discharge process and customers to be enables to regain and maintain independence (2015-16 to 2016-17 Ref: CH2).	To meet budget savings and service redesign requirements	4	2	8
End date	2016-17						
Proj	ect 8	Project Title:	Staffing Reductions (Direct Provision)				
Start date	2015-16	Project Details:		To meet budget savings and service redesign requirements	4	2	8
End date	2015-16		Staffing reductions within the Direct Provision Team (2015-16 Ref:?)				
Proj	ect 9	Project Title:	Voluntary Sector Organisations				
Start date	2016-17	Project Details:	Realise benefits of new prevention programme in terms of reduced demand for statutory services, or alternatively if these benefits have not occurred then to reduce investment in the prevention programme through reduced grants to the voluntary sector (2016-17 Ref. ?).	To meet budget savings and service redesign requirements	4	3	12
End date	2016-17						
Proje	ect 10	Project Title:	Staffing Reductions (Access and Assessment)				
Start date	2016-17	Project Details:	Reduction in management and staffing costs within Access and Assessment (2016-17 Ref:?).	To meet budget savings and service redesign requirements	4	3	12
End date	2016-17						

		Enabling Servi									anning Assun						The Corporate strategies yo
Cllr Nick Drape						Anticipated demand		-	13/14	1	4/15		5/16	2016/17	2017/18	2018/19	service contributes to
Enter a brief descrip	tion of your m	ain activities an	nd objectives be	low	Housing advice	, options, private tenants a	& landlords advice		500		500		500	11500	11500		Homelessness Strategy
o fulfil statutory housing func	tions to prever	t homelessnes	ss and avoid the	use of		Housing register applican	its		000	7	900	88	350	7750	8700		Housing Strategy
emporary accommodation.						Housing options casewor			350		100		100	1250	1250		
o plan services in rosponse t	o chancos is r	ational policion	and in the here	sing market		and for temporary accomm			.75		75		00	300	300		
o plan services in response to nd to develop innovative proje					Anti	cipated non financial res			13/14		4/15		5/16	2016/17	2017/18	2018/19	
esources and deliver services						Housing Needs Staff (FT		_	6.5		6.5		4.5	24.5	23.5		
					E	nvironmental Health (Hous	sing)		0	6	.03	6.	.03	6.03	6.03		
he purpose of this service Prevent homelessness in acc		statutor ( bay - !	ng low														
Provide homes to people in h		statutory nousi	ng law														
Plan for the future delivery of		eneral conform	nity with the Long	don		Performance indicator			-		isional Perfor	-		Polarity	Reporting cycle	Indicator type	Main impact if indicate
ousing Strategy			-					2013/14(T)		,	2016/17(PT)	. ,	2018/19(PT)	-			met
Formulate and deliver statuto	ory housing str	ategies for the	borough	inata		b. of homelessness preven		550	550	550	550	550		High	Monthly	Business critical	Increased costs
Maintain the housing register ouseholds to vacant housing			ocess and norm	inale		useholds in temporary acc		100	125	130	130	130		Low	Monthly	Business critical	Increased costs
Maximise supply of affordable	e homes with	egistered provi	iders and private	e landlords		lighest no. of families in B		10	10	10	10	10		Low	Monthly	Business critical	Increased costs
Provide care and housing su	pport to vulner	able adults				Highest no. of adults in Ba		7	10	10	10	10	↓	Low	Monthly	Business critical	Increased costs
Relationship management be	etween the cou	ncil and stock	transfer housing	9		Affordable homes deliver	ea	150	70	40	80	30		High	Annual	Outcome	Reputational risk
sociations Carry out a statutory duty to	enforce Enviro	nmental Lociti		ielation		Social housing lets	1	430	410	370	390	380	↓	High	Quarterly	Outcome	Increased waiting tir
Provide grant assistance for	improvements	and adaptatio	in (nousing) iegi ins	aduun		Rent deposit - new tenanc		90	90	90	90	90		High	Annual	Outcome	Increased waiting tir
						enforcement/improvement		57	60	60	60	60	└───┤	High	Quarterly	Outcome	Reduced enforcem
					Number	of Disabled Facilities Gran	us approved	52	75	75	75	75		High	Quarterly	Outcome	Customer hardshi
			L BUDGET AND						:	2015/16 Ex	penditure					2015/16 Income	
venue £'000s	Budget	Actual	Budget	Budget	Budget	Budget Budget											
enditure	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18 2018/19	<u> </u>						Employees				Government grants
ployees	2,790 962	U	3,566 1,310	3,481 1,233	3,412 1,233	3,357 1,197											
mises	<del>302</del> 1		38	38	38	38	-						Premises				Doimhurcomonto
nsport	18		28	28	28	28	ゴ	1									Reimbursements
oplies & Services	190		200	213	186	153	4					. · · · · ·	Transport			-	
nsfer Payments party payments	909 480		1,375 338	1,389 303	1,403 247	1,417 247	<b>-</b>   i										Customer & client receip
nsfer Payments	480		338	303	247	0	- 1					•	Supplies & Se	rvices			
port services	230		277	277	277	277	_						T				
reciation	0		0	0	0	0	_						Transfer Paym	ients			Recharges
venue c'ooos	Budget	Actual	Budget	Budget	Budget	Budget Budget							0.1				
	2013/14 832	2013/14	2014/15 1,359	2015/16 1,293	2016/17 1,294	2017/18 2018/19 1,296	<del>'</del>						3rd party paym	nents			Pasarios
vernna grants	798	U	1,359	1,140	1,294	1,140	۳ ۲					5	Tennefr		12		Reserves
imburgenents	0		5	5	5	5	コ						Transfer Paym	ienis			
stomer client receipts charged	34		147	148	149	151	4					_	Cupport				Capital Funded
serves	0		0	0	0	0					1		Support servic	100			
pital Funded	0		0	0	0	0	-						Depreciation				
uncil Funded Net Budget	1,958	0	2,207	2,188	2,118	2,061	0						Depreciation				
													Summary	of major budget et	c. changes		
	Budget	Actual	Budget	Budget	Budget	Budget Budget	_						· · · · ·		<b>J</b>		
pital Budget £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18 2018/19								2015/16			
ches Close	291,640							k Reduction	of Homeless	ness Prever	tion grant						
ilton Road	50,000		480,000								-						
ton Dementia Hub	497,000																
stern Road	760,000		760,000														
abled Facilities Grant	n/a		1,224,000	724,000	724,000	280,000											
all Repairs Grant			40,000	40,000	60,000	60,000											
														2017/18			
	1,598,640	0	2,504,000	764,000	784,000	340,000		k Reduction									
							Savings £30	k Rationalisa	ition of admi	n budget (Cl	19)						
2,500																	
	-																
2,000 -					_												
					\ \												
					<u>۱</u>									2017/18			
1,500 -					\		Savings £36	K Rationalisa	ation of admi	n budget (C	H9)						
1,500 -					<b>\</b>		Savings £36	6k Deletion of	one statting	y post (CH10	"						
					<u>۱</u>												
1 000					· · · · · ·												
1,000 -																	
						\								2040/40			
						1								2018/19			
500 -						1											
1						\											
0																	
0 2013	2014	201	15 2	2016	2017	2018											

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - Housing Needs and Enab				
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood	Risk Impact	Score
Pro	oject 1	Project Title:	Shared lives optimisation		LIKeimood	impact	00010
Start date End date	2013-14 2014-15	Project Details:	Optimise the use of Shared Lives thereby reducing the associated spend on Adult Social Care budget.	To meet budget savings	3	3	9
Pro	oject 2	Project Title:	Deliver on-line self-assessment tools				
Start date	2014-15	Project Details:	Implement on-line Housing Self-assessment tools for Housing Options and Housing Register Pre-	More efficient way of working	3	1	3
End date	2015-16		assessment.				
Pro	oject 3	Project Title:	Maximise use of private rented sector				
Start date	2013-14	Project Details:	Increase housing supply in Private Rented Sector (PRS) by continuing to consider and implement new and innovative ways to maximise use of the private sector housing market including rehousing through empty homes grants.	More efficient way of working	2	2	4
End date	2018-19						
Pro	oject 4	Project Title:	CHMP Regeneration				
Start date	2014-15	Project Details:	Input to CHMP regeneration and master-planning with Future Merton.				0
End date	2018-19						
	oject 5	Project Title:	Housing Service Review				
	2015-16	Project Details:	Review whether or not to keep the Housing Needs and Enabling Service in house or outsource, whilst also considering the place of Environmental Health (Housing).				0
End date	2015-16						
O Pro	oject 6	Project Title:	Feasibility Study: Social Enterprise Private Lettings Agency				
N Start date	2014-15	Project Details:	Commission a feasibility study on benefits of running a Social Enterprise Private Lettings Agency.	More efficient way of working	3	1	3
End date	2015-16						
Pro	oject 7	Project Title:	Technology Review				
Start date	2016-17	Project Details:	Review whether to retain Capita Housing and Home Connections in light of operating environment and				0
End date	2016-17		undertake a "soft market test" on alternative products.				
Pro	oject 8	Project Title:					
Start date		Project Details:					0
End date							
Pro	oject 9	Project Title:					
Start date		Project Details:					0
End date		.,					
Pro	ject 10	Project Title:					
Start date		Project Details:					0
End date							

																			Appendix 8
	Librari					A	d dama d		0.04	2/4.4		nning Assur		EIAG	2040/47	2017/49	2010/40	The Corporate strate	
Cllr Nick Draper						Anticipate				3/14		4/15		15/16	2016/17	2017/18	2018/19	service contrib	
Enter a brief descripti	-					Active				000	54,			,000	56,000	56,000	56,000	Community P	
The purpose of the service is to p						Stock				0000	110			0000	1100000	1,100,000	1,100,000	Corp Equality So	
addressing the 'needs of adults a Museums Act 1964.	and children ac	coruing to the	F UDIIC LIDIA/169	5 aliu		Registered Visitor				,000 0,000		,000		5,000 10,000	135,000 1,200,000	135,000 1,210,000	135,000 1,210,000	Customer Services Voluntary Sector S	
					Anti	cipated non fi	-	Ircos		3/14	201			15/16	2016/17	2017/18	2018/19	Performance Manageme	
Local authorities have a statutory	y duty to make	provision for a	library service	but may	Anu	Staff (		inces		6	4			47	46	42.5	42.5	ICT Policy	
decide on how this is delivered.						Accommodati				7				7	7	7	7	Performance Manageme	
Certain aspects of the service mu	ust be provided	for free:				Equipme				44	1-			44	144	144	144	Workforce Develop	
Free lending of books							. ,											Asset Manageme	ent Plan
Free access to information Free library membership						Performanc	o indicator		Perform	nance Target	s (T) & Provi	sional Perfo	rmance Targ	gets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if	indicator not
									2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				me	
The Library Service aims to prov						itors accessing			110,000	115,000	125,000	135,000	150,000	150,000	High	Monthly	Business critical	Reduced uptal	
is responsive to the needs of cus service in London whilst continuit						re users - peopl			54,000	54,500	55,000	56,000	56,000	56,000	High	Monthly	Business critical Outcome	Reduced upta	
levels.			,			service usage Active volunte			95	95	95	95 210	95 220	95 230	High High	Monthly Monthly	Business critical	Increase Customer	
						Maintain			180 £282,570	180 £282,570	200 £292,570	£292,570	£292,570	£292,570	High	Monthly	Unit cost	Increase	
						Partnershi			25	30	30	30	30	30	High	Monthly	Quality	Customer	
						% customer sat		5)	78	78	78	78	78	78	High	Annual	Outcome	Reduced custo	
							,					-	-		Ť				
																L			
	DEF Budget	ARTMENTAL	BUDGET AND F Budget	RESOURCES Budget	Budget	Budget	Budget			:	2015/16 Ex	penditure					2015/16 Income		
Revenue £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19						_	Employees					
Expenditure	3,791	0	3,634	3,586	3,603	3,529	e o			-				- inproyees				Government grat	ints
Employees Premises	1,319 418	-	1,327 401		1,306 413	1,216								Premises					
Transport	416		401					1	4				_					Reimbursements	is
Supplies & Services	618		582	549	558	567	7	1						Transport					
3rd party payments Transfer payments	66		65 0			68												=0	
Support services	814		689										ι.	Supplies & S	ervices		And the second second	Customer & clier	nt receipts
Depreciation	553		566					1									And the second se	1	
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19							3rd party pay	ments			Recharges	
0	<b>488</b> 0	0	441 0		<b>450</b> 0	454							· .	Transfer pay	ments				
Reimburgements Customer & client receipts	120		114	114				1		/								Reserves	
Recharge	343		327			340		-						Support serv	ces				
Reserves	25		0	0	0	(	5					/	_					Capital Funded	
Capital Funded														Depreciation					
Council Formed Net Budget	3,303	0				3,075				_									
Capital Burget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19							Summary	of major budget etc	. changes			
Relocation of Colliers Wood Library	2013/14	2013/14	2014/15	2015/16	550,000	2017/10	2010/19	1							2015/16				
Library Self Service				350,000		-		Savings - Re	eduction in M	edia Fund -	£12k (CH5)								
								Savings - Inc	crease Incom	e - £10k (CH	16)								
								Revenueisat	10n - £42K										
<u>├</u> ────┤								4											
								4											
							+												
	0	0	0	350,000	550,000	(	0 0								2016/17				
4,000 г																			
1,000																			
3,500 -																			
					_														
3,000 -																			
					<b>\</b>														
<u>න</u> 2,500 -					<u>۱</u>										2017/18				
\$ 2,500 -					<b>\</b>			Savings - In	troduce self-s	erve Librari	es at off pea	ak times - £9	90k						
2,000 -					<u>۱</u>														
4.500					· · · · · ·														
1,500 -																			
1,000 -						\													
1,000						\									2018/19				
500 -																			
						\													
0						<b>b</b>													
		2015	. 2	016		2018		1											
2013	2014	Budget	2	.010	2017	2010													

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)	- MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD			Appe
			Libraries			Risk	
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood	Impact	Score
Start date	2013-14	Project Title:	E-communications Continue to channel shift communication through digital methods: 1. Channel shift more customers	More efficient way of working	2	1	2
End date	2015-16	Project Details	towards receiving e-mail and SMS notifications: 2. Issue a quarterly customer e-newsletter; 3. Develop a library application for mobile phones; 4. Continue to develop library website.				
Pro	oject 2	Project Title:	Heritage Strategy				
Start date	2015-16	- Project Details	Publish new Heritage Strategy and deliver expected outcomes. Continue to draw in external funding and improve income streams.	Improved customer satisfaction	2	1	2
Pro	oject 3	Project Title:	Stock efficiency program	More efficient way of working			
Start date	2013-14	Project Details	Continue to deliver efficiencies in the way that stock is managed. Deliver media fund savings for		2	1	2
End date	2015-16		2015/16. Maximise usage of e-resources.				
Pro	oject 4	Project Title:	Children & Young People's projects				
Start date	2013-14	Project Details	Complete the rollout of the universal library membership scheme for all school children and students in Merton. Increase engagement with young people by establishing youth panels in libraries.	Improved resident well being	3	1	3
End date	2016-17						
	oject 5	Project Title:	Outreach and Community Engagement plan				
Standate	2013-14	Project Details	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	Improved customer satisfaction	2	1	2
End date	2017-18		with under represented groups to shape services accordingly.				
O Proj	oject 6	Project Title:	IT Projects				<b></b>
Start date	2013-14	Project Details	Tender for replacement self-service technology in 2015/16. Develop payment services online and rollout new hall booking system. Implement self-service libraries at off peak times in branch libraries.	Improved customer satisfaction	3	2	6
End date	2017-18		rollout new nair booking system. Implement sen-service libraries at on peak times in branch libraries.				
Pro	oject 7	Project Title:	Assisted digital support				
Start date	2013-14	- Project Details	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 unidenticative.	Improved resident well being	2	1	2
End date	2016-17		residents skills.				
Pro	oject 8	Project Title:	Security services contract				
Start date	2015-16	Project Details	Re-tender of contract and on-going monitoring of performance.	More efficient way of working	3	2	6
End date	2018-19						
Pro	oject 9	Project Title:	Library redevelopments				
Start date	2013-14	- Project Details	Progress redevelopment plans where highlighted in Sites & Policies Development Plan. Investigate co- location opportunities with other council services and partners.	Improved customer satisfaction	3	2	6
End date	2017-18						
Proj	ject 10	Project Title:	London Libraries Consortium				
Start date	2013-14	- Project Details	Work with LLC to improve systems and drive through efficiencies. Implement actions in LLC 3-year Strategy.	More efficient way of working	2	2	4
Projects	2017-18		Undogy.				

																Appendix 8
Olla Mastia I	Merton Adult Education			A			204	3/14		nning Assur 4/15		45/40	2016/17	2017/18	2018/19	The Corporate strategies your service contributes to
	Whelton Cabinet Member for Ed ption of your main activities and		N	Anticipated	edited learners		10			4/15 00		<b>15/16</b>	1000	1000	2016/19	Medium Term Financial Strategy
	rough learning and our mission i	-			velopment learner	ers	30			00		8000	3000	3000		Community Plan
	elopment learning responsive to				mercial learners			00	5			600	600	601		
	on for Merton Adult Education to	become an innovator and														
the college of choice for our co	community.		Antic		nancial resource	es		3/14	201			15/16	2016/17	2017/18	2018/19	
	g the best learning experience for			Staff (I	(FTE)		14	18	1	16		146	146	147		
	mers, maximise partnership opp Skills Funding Agency contract															
range of income generating co		adi targeto ana develop a														
Our strategic objective is to inc	crease the skills, knowledge and	d educational attainment		Derfermene	- indicator		Perform	ance Targe	ts (T) & Prov	sional Perfo	rmance Tar	gets (PT)	Delevity	Demention evelo	Indiantartura	Main impact if indicator not
of adults through the provision	n of a range of accredited and no	on accredited courses.		Performance			2013/14(T)	2014/15(T)	2015/16(T)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	Indicator type	met
	I in response to both governmen needs. A range of courses are (				edited learners		1000	1000	1000	1000	1000		High	Quarterly	Business critical	Loss of income
	h and Maths, ESOL, IT, Mind an		NO. 0	% achieve	velopment learner	irs	3000 95%	3000 96%	3000 96%	3000 96%	3000 96%		High High	Quarterly Annual	Business critical Outcome	Loss of income Government intervention
	amily Learning, Neighbourhood	Learning for Deprived		% retenti			95% 87%	96% 88%	96% 88%	88%	88%		High	Annual	Outcome	Government intervention
Communities, Fitness, Art and	d Craft and Employability.			% succe			83%	84%	84%	84%	84%		High	Annual	Outcome	Government intervention
				Income	e target		662890	732890	732890	732890	732890		High	Monthly	Business critical	Loss of income
			N	umber of comm	mercial learners		300	500	600	600	600		High	Quarterly	Business critical	Loss of income
	DEDADTHENE						[	[	I	[		1			1	
	Budget Actual	BUDGET AND RESOURCES Budget Budget	Budget	Budget	Budget			:	2015/16 Ex	penditure					2015/16 Income	
Revenue £'000s	2013/14 2013/14	2014/15 2015/16	2016/17	2017/18	2018/19							Employees				-0
Expenditure	2,673 0	2,715 2,722		2,737			/									Government grants
Employees Premises	1,813	1,785 1,785 174 176	1,785 178	1,785 181								Premises				
Transport	3	3 3	3	3	3											Reimbursements
Supplies & Services 3rd party payments	334	345 350 0 0	355	360	2							Transport				
Transfer Payments	0	0 0	0	0												Customer & client receipts
Support services Depreciation	286 96	311 311 97 97	311 97	311								Supplies & Se	ervices			
Revenue £'000s	Budget Actual	Budget Budget	Budget	Budget	Budget						Ι.	3rd party pays	ments			Recharges
Income <b>D</b>	2013/14 2013/14	2014/15 2015/16	2016/17	2017/18	2018/19		-					ord party pays	lionis			
Governmen grants	2,500 0 1.873	2,676 2,690 1,873 1,873	2,698 1,873	2,698 1,873								Transfer Payr	nents			Reserves
Reimbursements Customer & client receipts	3	0 0	0	0	)		V//					-				
Recharges	624	803 817 0 0	825	825	5							Support servi	ces			Capital Funded
Reserves	0	0 0	0	0				-		/						
Capital Funded	0 173 0	0 0 39 32		0 39	0			_				Depreciation				
Council Goded Net Budget	1/5 0	55 52	51	55								Summan	of major budget et	c changes		
<u> </u>	Dudget Astuck	Dudget Dudget	Dudant	Dudaat	Dudaat							Summary	or major budget et	c changes		
Capital Budget £'000s	Budget Actual 2013/14 2013/14	Budget Budget 2014/15 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19								2015/16			
					£	214k Savings										
						Fo be achieve notice	ed through ir	creased inc	ome and so	ne staff redu	ictions, high	h risks due to	income being depende	ent on external sources wh	hich are themselves volatile	e and liable to change at short
						IOLICE										
													2016/17			
L I	0 0	0 0	0	0		£8k Savings To be achieve	ed through in	creased inc	come and so	ne staff redu	uctions, high	h risks due to	income beina depende	ent on external sources w	hich are themselves volatile	e and liable to change at short
250 1						notice										nuble to enange at brieft
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						Income and e	aving target	s difficult to	achieve due	to the collec	e received	funding from		locations are awarded an	nually further reductions w	ill impact on being able to meet
80 150 - ເມ						saving targets		s annount to	asine ve ude	to the coney	10001000	.anong nom	and external source, a	and awarded all	incomy for the reductions w	
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2013	2014 2015	2016	2017	2018												
2013	-Budget	<b></b>			1 1											

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)	- MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD			Appe
			Merton Adult Edu				
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood	Risk Impact	Score
Pro	ject 1	Project Title:	Introduction of New 24+ Loans			Inpuot	00010
Start date	2013-14	Project Details:	Devise and implement an awareness raising campaign to promote the take up of the new 25+	To meet legislative requirements	3	2	6
End date	2014-15						
Pro	ject 2	Project Title:	MAE Commercial Business Plan				
Start date	2013-14	- Project Details:	Implement a range of income generating products in line with saving targets. Action plans to be implemented for MAE Adult Social Care short course programme, Event Hosting, Leadership and Management short course programme. Early Years and Schools short course programme	Income generation	3	2	6
End date	2014-15		······································				
Pro	ject 3	Project Title:	Widening Participation in Learning				
Start date	2013-14	a       Project Title:       Widening Participation in Learning         4       Project Details:       Update and implement the college widening participation strategy focused on increal amongst disadvantaged localities within the borough.         6       Project Title:       Accommodation Strategy         4       Project Details:       In response to Children Schools and Families requiring possible secondary school s full analysis of possible sites across Merton. Undertake explorations with a number         6       Project Title:       Virtual Learning Environment Strategy         4       Project Details:       Outline a robust VLE model and implement a range of programmes and services via	Update and implement the college widening participation strategy focused on increasing participation	Improved resident well being	2	1	2
End date	2015-16	PROJECT DESCRIPTION         Project Title:       Introduction of New 24+ Loans         Project Details:       Devise and implement an awareness raising campaign to promote the take up of Advanced Loans         Project Title:       MAE Commercial Business Plan         Implement a range of income generating products in line with saving targets. Act implemented for MAE Adult Social Care short course programme, Event Hosting, Management short course programme, Early Years and Schools short course programme, Early Years and Schools short course programme, Saving targets. Act most short course programme, Early Years and Schools short course programme, Saving targets. Act amongst disadvantaged localities within the borough.         Project Details:       Update and implement the college widening participation in Learning         Project Title:       Update and implement the college widening participation strategy focused on incr amongst disadvantaged localities within the borough.         Project Details:       In response to Children Schools and Families requiring possible secondary school full analysis of possible sites across Merton. Undertake explorations with a numb full analysis of possible sites across Merton. Undertake explorations with a numb full analysis of possible sites across Merton. Undertake explorations with a numb full analysis of possible sites across Merton. Undertake explorations with a numb full analysis of possible sites across Merton. Undertake explorations with a numb full analysis of possible sites across Merton. Undertake explorations with a numb full analysis of possible sites across Merton. Undertake explorations with a numb for managing resources and communicating with students         Pro					
Pro	ject 4	Project Title:	Accommodation Strategy				
Start date	2013-14	Project Details:       Implement a range of income generating products in line with saving targets. Action implemented for MAE Adult Social Care short course programme, Event Hosting, I Management short course programme, Early Years and Schools short course programme, Early Years and Schools short course programme, Project Title:         Project Title:       Widening Participation in Learning         Project Details:       Update and implement the college widening participation strategy focused on increation amongst disadvantaged localities within the borough.         Project Title:       Accommodation Strategy         Project Details:       In response to Children Schools and Families requiring possible secondary school full analysis of possible sites across Merton. Undertake explorations with a number of project Title:         Project Title:       Virtual Learning Environment Strategy         Project Title:       Outline a robust VLE model and implement a range of programmes and services v         Project Title:       Increase the use of the E Learning Portal Moodle         Project Details:       Provide training and awareness raising for tutors in how to access and use the Mo for managing resources and communicating with students         Project Title:       Adult Skills and Employability Scrutiny Action Plan Implement	In response to Children Schools and Families requiring possible secondary school sites, undertake a full analysis of possible sites across Merton. Undertake explorations with a number of key partners	To meet legislative requirements and respond to growing school population	3	2	6
End date	2015-16						
	ject 5	Project Title:	Virtual Learning Environment Strategy				
Standate	2013-14	Project Title:         Introduction of New 24+ Loans           4         Project Details:         Devise and implement an awareness raising campaign to promote the take up of the Advanced Loans           5         Project Title:         MAE Commercial Business Plan           4         Project Details:         Implement a range of income generating products in line with saving targets. Action implemented for MAE Adult Social Care short course programme, Event Hosting, Lee Management short course programme, Early Years and Schools short course program           5         Project Title:         Widening Participation in Learning           4         Project Details:         Update and implement the college widening participation strategy focused on increas amongst disadvantaged localities within the borough.           6         Project Details:         In response to Children Schools and Families requiring possible secondary school sit full analysis of possible sites across Merton. Undertake explorations with a number of full analysis of possible sites across Merton. Undertake explorations with a number of trail analysis of possible sites across Merton. Undertake explorations with a number of or managing resources and communicating with students           5         Project Title:         Virtual Learning Environment Strategy           6         Project Title:         Increase the use of the E Learning Portal Moodle           7         Project Title:         Adult Skills and Employability Scrutiny Action Plan Implementat           6         Project Details:	Outline a robust VLE model and implement a range of programmes and services via this medium	More efficient way of working	2	1	2
End date	2014-15						
O Pro	ject 6	Project Title:	Increase the use of the E Learning Portal Moodle	More efficient way of working	1		
Start date	2014-15	Management short course programme, Early Years and Schools short course program         Project Title:       Widening Participation in Learning         Hat       Project Details:       Update and implement the college widening participation strategy focused on increasi amongst disadvantaged localities within the borough.         16       Project Details:       Update and implement the college widening participation strategy focused on increasi amongst disadvantaged localities within the borough.         14       Project Title:       Accommodation Strategy         14       Project Details:       In response to Children Schools and Families requiring possible secondary school site full analysis of possible sites across Merton. Undertake explorations with a number of full analysis of possible sites across Merton. Undertake explorations with a number of full analysis of possible sites across Merton. Undertake explorations with a number of Outline a robust VLE model and implement a range of programmes and services via the Outline a robust VLE model and implement a range of programmes and services via the for managing resources and communicating with students         16       Project Details:       Provide training and awareness raising for tutors in how to access and use the Moodl for managing resources and communicating with students         14       Project Title:       Adult Skills and Employability Scrutiny Action Plan Implementation         16       Project Details:       Implement the key skills and employability elements of the scrutiny action plan	Provide training and awareness raising for tutors in how to access and use the Moodle on line system		2	1	2
End date	2015-16		for managing resources and communicating with students				
Pro	ject 7	Project Title:	Adult Skills and Employability Scrutiny Action Plan Implementation				
Start date	2013-14	Project Title:       Increase the use of the E Learning Portal Moodle         Project Details:       Provide training and awareness raising for tutors in how to access and use the Mood for managing resources and communicating with students         Project Title:       Adult Skills and Employability Scrutiny Action Plan Implementation	Implement the key skills and employability elements of the scrutiny action plan	More efficient way of working	2	1	2
End date	2015-16						
Pro	ject 8	Project Title:					l l
Start date		Project Details:					
End date							
Pro	ject 9	Project Title:					
Start date		Project Title:					
End date							
Proj	ject 10	Project Title:					i i
Start date		- Project Details:					
End date							l

	Public	Health									lanning Assu						The Corporate strategies your
Cllr Linda Kirby	Cabinet Membe	r for Adult Soc	ial Care & Healt	h		Anticipate			13/14		14/15		5/16	2016/17	2017/18	2017/19	service contributes to
						Sexual			9,854		,201		554	20,913	21,243		Health & Wellbeing Strategy
						Drugs &			s/155 Alcohol								
					<u> </u>	Support			I staff capacity					40% of PH staff capacity			
					L	NHS Heal			5723		723		73	5872	5872		
					N		easure Program							1.3% increase in population age			
					L	NHS Smokir	•		1506		580		60	1742	1830		
ur vision for the public's health gnificant inequalities in health o							n services		1066		119		75	1234	1295	0015	
qual opportunities for all resider			weat or interton,	providing more	Ant		nancial resources	20	13/14		4/15		5/16	2016/17	2017/18	2017/19	
						Staff		_	8		4.77	14	.77	14.77	13.77		
						Staff (Tr	,		1		2		1	2			
our vision for the public health te the Council, Merton Clinical Co					High qu	lality data for J	SNA and joint projects	-	n/a		n/a	1	/a	n/a			
nderstanding of their contributio								Borfor	rmanco Tara	ets (T) & Prov	icional Porfo	rmanco Taro	ote (PT)				Main impact if indicator not
nequalities, using evidence of be	est practice.					Performanc	e indicator	2013/14(T)		2015/16(T)	2017/18(PT)	2016/17(PT)	2018/19(PT)	Polarity	Reporting cycle	Indicator type	main impact in indicator not
ublic Health services comprise					-	Chlamydia	diagnosis	22013/14(1)	22014/13(1)	2300	2300	2300	2010/13(11)	Select	Quarterly	Output	Failure to meet PHOF target
Mandatory: sexual health, NHS	health checks,	National Child I	Aeasurement Pro	ogramme,		Late diagnos	°	46.4%	43.2%	TBC	TBC	TBC		Low	Annual	Outcome	Failure to meet PHOF target
upport to Clinical Commissionin	ng groups, and as	ssurance of hea			Success		of drug treatment (TBC)	10.770	13.270								taigot
Universal: Smoking cessation, Other	drugs and alcoho	oi, obesity					ng (MOU) with MCCG 201	-15 MOU	MOU	MOU	MOU	MOU		1	1		
50101							ke of those offered service					TBC		High	Quarterly	Output	Increased prevalence of long-
								57.5	58.5	59.5	60%	IBC		r iigii	Qualterly	Output	term conditions
					% exc	ess weight in c	hildren age 4-5 years	19.67%	TBC	TBC	TBC	TBC		Low	Annual	Outcome	Increased prevalence of long- term conditions
					% exces	s weight in chi	dren age 10 - 11 years	20 770	TDO	TDO	TRO	TRO		Low	Annual	Outcome	Increased prevalence of long-
								30.77%	TBC	TBC	TBC	TBC					term conditions
					Numbe	r ot successful	4-week smoking quits	753	790	830	871	915		High	Quarterly	Outcome	Increase prevalence of lung cancer heart disease and COPD
									1								
EPARTMENTAL BUDGET AND	RESOURCES									2015/16 Ex	nonditure			1		2015/16 Income	
evenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget			2013/10 EX	Penairaire					2010/10 Income	
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19						Employees				
xpenditure	8,985	(	9,844			9,844											Government grants
mployees remises	569	(	994	994	994	994	1						Premises				
ransport	0		0 0	0	0	(		//									Reimbursements
upplies & Services	4,227		4,366			4,366		/					Transport				
rd party payments	4,086	(	4,367	4,367	4,367	4,36	7					· ·					
ransfer payments	97	(	0 0	110	110	110						ι.	Supplies & Se	anvices			Customer & client receipts
uport services epreciation	0		0 0	0	0	(							ouppiles a or	111003			
evenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget						2rd party pay	monto			Recharges
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19						3rd party pay	nents	2		
overnment grants	8,985 8,985		9,844 9,236	9,844 9,236	9,844 9,236	9,844 9,236				/	10		Transfer				
Reimbursements	0,505		608		608	608							Transfer payr	nents			Reserves
stomer & client receipts	0	(	0 0	0	0	(											
echarges eserves	0	(	0 0	0	0	(							Support servi	ces	100		Capital Funded
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Council Funded Net Budget	0	0	0	0	0	0	0		And and a second se				Depreciation				
	Budget	Actual	Budget	Budget	Budget	Budget	Budget										
Capital Budget £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19						Summar	y of major budget etc	c. cnanges		
														2015/16			
							Depende	nt on Governme	ent grant, to	be confirmed	ł						
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			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)	- MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD			Appe
			Public Healt	h		Risk	
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood	Impact	Score
Pro	oject 1	Project Title:	Integrated sexual health service				
Start date	2014-15	Project Details:	Commissioning an integrated tier 2 sexual health service which combines existing provision in Contraceptive and Sexual Health (CaSH) and Genito-Urinary Medicine (GUM) clinics. This service would be commissioned on a Payment by Results basis and allowing for cross-charging of non-Merton	Improved customer satisfaction	3	3	9
End date	2015-16		residents.				
Pro	oject 2	Project Title:	Embedding Chlamydia screening programme				
Start date	2014-15	Project Details:	To move from a separately commissioned service to embedding Chlamydia screening into existing primary care services - GPs, Pharmacists, CaSH. These services will then have responsibility for meeting the diagnostic target for Chlamydia which is a PHOF indicator.	More efficient way of working	3	2	6
	pject 3	Project Title:	Review of local HIV services		<b> </b> '		
	-	r roject ritte.					
Start date	2014-15	Project Details:	Analyse local need in relation to HIV, review existing services which are funded through pan-London and South London partnerships to ensure they are fit for purpose and meet local need, and increase HIV testing in the community.	Improved resident well being	3	3	9
End date					ļ'		
Pro	oject 4	Project Title:	LiveWell				
Start date	2014-15	Project Details:	LiveWell is a programme that supports Merton residents to lead a healthy lifestyle and offers motivation support to achieve personalised goals around stopping smoking, reducing alcohol levels, being more physically active and being a healthy weight. The programme has a network of health champions, linked to voluntary sector groups who promote healthy living and signpost their peers to a range of	Improved resident wellbeing	2	1	2
End date	2014-15		activities.				
<b>D</b> Pro	oject 5	Project Title:	Prevention		1		
	2014-15	- Project Details:	Public Health work with a range of partners on the prevention agenda, ranging from the direct commissioning of programmes e.g. LiveWell to the influencing of local policy to create an environment that supports healthy choices e.g. alcohol licensing policy. Work from across the council e.g. the	Improved resident wellbeing	2	1	2
End date	2014-15		contract to manage the boroughs leisure centres, complements the public health led activity and has an important role to play in reducing the stark health inequalities between east and west Merton.				
O Pro	oject 6	Project Title:	Transition of responsibility for Health Visiting Service to Local Authority				
Start date		Project Details:	Responsibility for Health Visiting Services are due to transfer from NHS England to LB Merton in April 2015. Project required to manage transition, including establishment of Task group; agreeing vision for health Visiting and Early Years; developing Project Plan with key timelines; participation in pan-London	Select one major outcome	0	0	0
End date			transition programme.		1		
Pro	oject 7	Project Title:	National Child Measurement Programme				
Start date		Project Details:	Children aged reception year and Year 6 are weighed and measured and schools that are identified with larger numbers of children who are overweight or obese are targeted with weight management	Improved Health and Wellbeing	0	0	0
End date			classes for families.				
Pro	oject 8	Project Title:	NHS Health Checks				
Start date			Deeple aged 40, 74 with no known beart disease are offered as NHS Health Checks every fire ware to	Improved Health and Wellbeing	0	0	0
End date		Project Details:	People aged 40 -74 with no known heart disease are offered an NHS Health Checks every five years to detect early signs of heart disease and risk factors.		Ĵ	5	
Pro	oject 9	Project Title:	Drugs and Alcohol Prevention and Treatment				
Start date		Project Details:	The responsibility for drugs and alcohol transferred to Public Health during 2013/14. A review of	Select one major outcome	0	0	0
End date		r roject Detailo.	alcohol needs is being commissioned to inform development of a prevention strategy/action plan.				
Proj	ject 10	Project Title:	Support to Merton Clinical Commissioning Group			1	
Start date		Project Details	Public Health is required to provide up to forty per cent of its staff capacity to support the work of the MCCG. Public Health staff participate in 5 of the 6 work streams that represent MCCG priorities,	Select one major outcome	0	0	0
End date		Project Details:	MCCG. Public Health staff participate in 5 of the 6 work streams that represent MCCG priorities, providing data analysis, needs assessment and evidence of best practice.				

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## **Corporate Services**

Oli: Mark Attance Obside Member for France.         Addicipated demand         2019/14         2019/16         2016/16         2016/17         2017/16         2018/16         Cultumer Service respect (app)         4400         3600         1500																	<u> </u>	Appendix
			1															The Corporate strategies your
								d demand									2018/19	
	Enter a brief descrip	iption of your m	ain activities ar	nd objectives be	low	Core service red	uest (days)			4400		3960	35	520	3080	3080		Customer Services Strategy
						Non Core servic	e requests (da	ys)		2000		1800	16	620	1450	1450		ICT Policy
	- Operate as a Centre of Exceller	ence for Project a	nd Programme N	Management (PP	M), raising	Support for cont	inuous/busines	s improvement (	(days)	600		1000	9	00	750	600		Capital Programme
		to consistently pl	an and deliver p	rojects/programm	ies					300		150	1	50	100	100		
		ture of continuous	s husiness impro	wement within the	e organisation		mee								100	100		
	through the provision of tools, tee	echniques, advice	and support - in	ncluding but not li	imited to lean.										2040/47	2047/40	2019/40	
	- Manage and deliver adhoc Proj	jects and Progra	mmes of work at	t the direction of (	CMT and				ces 2				-				2018/19	
	M2015 Board.			inun (D)(Da) and				E)										
	- Lead and deliver a coordinated	a programme or F	CUSTOMER Set	faction	reactive	Staff - Systems	Improvement						2	5.9	24.9	23.9		
	- Establish a Programme Manag	gement Office (PI	MO), ensuring th	at all transformat	ional activity	Staff - Program	mes and projec	cts (some fixed te	erm)	12.8		12.8						
	is directed and monitored through	gh DMTs, M2015	and CMT so that	t resources, depe	endencies,	Apprentices				2		2		2	0	0		
		effectively and ber	nefits – aligned to	o organisational o	objectives are				Perfo	rmance Targe	ts (T) & Pro	visional Perfo	rmance Targ	ets (PT)				Main impact if indicator not
	- Work with businesses and I&T	to establish – un	der the direction	of CMT – the str	ategy for IT		Performanc	ce indicator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	Indicator type	
	an associated implementation pla	lan and manage	its delivery.			Systems availab	nility								High	Monthly	Business critical	Reduced service delivery
	<ul> <li>Establish a Technical Design A</li> </ul>	Authority (TDA), e	ensuring the orga	anisation takes a	coordinated							_						-
<form></form>	and planned approach to system	ns implementatio	n that complies v	with and drives ag	greed	70 projecta com	bieled on time		00%	60%	60%	60%	65%		riigii	Quarterry	Output	Increased costs
	- Proactively advise businesses	of opportunities f	o evoloit emerai	na technologies a	and to					_		_						
	leverage existing systems invest	tments for improv	ed business effi	ciency and servic	ce.													
	- Provide support to the business	s for operational	and maintenanc	e related tasks fo	r applications													
	including upgrades, housekeepin	ing, periodic sche	duled tasks and	batch processing	g, thus													
	sustaining pusitiess continuity: a	ачанарниу, регтог	mance, and cap	ability of the syste	51115.				Ì									
									1			1						
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		D	EPARTMENTAL	BUDGET AND	RESOURCES					-1								
						Budant	Budeet	Durdant		:	2015/16 Ex	penditure					2015/16 Income	
	Revenue £'000s															-		
	Exponditure		2013/14										🔳 E	Employees				Government grants
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Times         Times <th< td=""><td></td><td>1,477</td><td> </td><td>1,541</td><td>1,491</td><td>1,403</td><td>1,32</td><td>×</td><td></td><td></td><td></td><td></td><td></td><td>Deservice</td><td></td><td></td><td></td><td></td></th<>		1,477		1,541	1,491	1,403	1,32	×						Deservice				
Sinches A starte series          Sinches A starte series		· · ·		2	-	1 0		3					<b>H</b>	remises				Reimbursements
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Strong         338         318<		033		520	1,000	1,030	1,10	<u> </u>					a1	Transport				
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	Depreciation			1								12				/		
	Boyopus 6'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget	1					Supplies & Se	rvices	l f		
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Terms         Terms <th< td=""><td></td><td>1,954</td><td>0</td><td>2,722</td><td>2,727</td><td>7 2,727</td><td>2,72</td><td>7 0</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></th<>		1,954	0	2,722	2,727	7 2,727	2,72	7 0										
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Capute Note:         Image: Note:         Image: Note:         Design:         Design:<		1,875		2,638	2,638	3 2,638	2,63	8										
Control target Mt Budget         Code         C																		Capital Funded
Capital HTMDs E Yools         Budget		504	0	69	165	97	23				-		🖬 [	Depreciation				
Number Volume         2013/4	oounen maea net Daaget																	
Concorrect management system         2013/14         2019/14         20	Capital Budget £'000s													Summary	of maior budget et	c changes		
Cutothere contract programme         Image: Control of the contr		2013/14	2013/14		2015/16	2016/17	2017/18	2018/19						· · · · · ·		<b>.</b>		
Image: Control in the contro															2015/16			
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			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)				Appe
			Business Improv			Risk	
		<b>r</b>	PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood		Score
Pro Start date	01/04/2014	Project Title:	IT Strategy and Implementation Plan	More efficient way of working The programme will ensure the systems architecture and IT infrastructure enables and supports			
End date	31/03/2017	Project Details:	Refresh the IT strategy and implementation to ensure fit for purpose to support and enable delivery of TOMs and coordinate and lead on delivery in collaboration with I&T Division.	businesses to deliver business as usual, continuous improvement and major transformational activity set out in relevant TOMs; and that the Council's systems comply with appropriate standards, legislation and good practice.	1	3	3
Pro	oject 2	Project Title:	Customer Contact programme	More efficient way of working			
Start date End date	01/04/2013 31/03/2016	Project Details:	Lead and deliver CC programme; to deliver improvements (technology and service redesign) set out in CC Strategy.	The programme is part of the move to a 21st Century organisation, with technology that supports a more comprehensive and cohesive service to customers and recognises the new, modern ways in which they wish to access services. Through channel shift and a reduction in avoidable contact/failure demand we expect the programme to support and enable the achievement of savings and efficiencies within individual services.	3	2	6
Pro	oject 3	Project Title:	Electronic document and records management system	More efficient way of working			
Start date	01/04/2013	Project Details:	Procure and implement a replacement EDRMS to support and enable flexible/remote working and Customer Contact.	EDRMS will enable flexible and remote working, more efficient and cost effective storage and retrieval of documentation.	3	2	6
End date	31/03/2016						
Pro	oject 4	Project Title:	Transformation portfolio design and implementation	More efficient way of working			
Start date	01/04/2014	Project Details:	Clarify cross-cutting programmes and projects for governance by the Merton 2015 Board and ensure appropriate monitoring and control is in place to provide assurance on delivery and achievement of	Ensuring a coordinated, planned and disciplined approach to change and transformation within the organisation, and that scarce resources are effectively used and interdependencies carefully managed.	2	1	2
End date	31/03/2015		benefits.				
	oject 5	Project Title:	Programme Office Implementation	More efficient way of working			
	01/04/2014	Project Details:	Design and implement a functioning Programme Office	Delivering functions including quality and delivery assurance, highlight and escalation reporting, raising capacity and capability for effective project and programme management, benefits realisation and management of the transformation portfolio.	3	2	6
End date	31/03/2015						
	-	Project Title:	Social Care Information System	To meet legislative requirements			
Start date	01/09/2013	Project Details:	Procure and implement a Social Care Information system to support adults social and children and families integrated care.	A fit for purpose system that supports efficient business practices and care management now and into the future.	2	3	6
End date							
Pro	oject 7	Project Title:	Continuous Improvement Programme	More efficient way of working			
Start date	01/04/2014	Project Details:	Design and implement a programme of service/business/process reviews to lead, embed and support continous improvement.	A range of tools and support (business analysis, lean expertise) - based on demand analysis - to support business improvement and embed a culture of continuous improvement.	3	1	3
End date	31/03/2017						
Pro	oject 8	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							
Pro	oject 9	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							
Pro	ject 10	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							ł

[	0										DI-							The Corporate strategies your
Clir Mor	Corporate G		Financa			Antioinoto	d domond		201	3/14		nning Assu 4/15		5/16	2016/17	2017/18	2018/19	service contributes to
Enter a brief descrip				low		Resid	dents			,038	201			,569	214,229	216,806	2010/13	Corp Equality Scheme
			iu objectives be	10 W			cers		40		200		211	,505	14,225	10,000		Customer Services Strategy
Corporate Governance is made up Information Governance - manage	es complaints. Mi	es. P & Member en	auiries. Freedom	of Information		Coun				60 60		0	6	+ 50	÷ 60	÷ 60		Risk Management Strategy
requests, ensuring organisational	compliance with	Data Protection	Act and the Tran	nsparency		Coun	011013					•			00	00	┼───┤	Information Governance Policy
agenda, including maintaining the function.	Publication Sche	eme. Also provi	des the Local La	nd Charges	Ant	inipoted nep fi	inancial resour	****	201	3/14	201	4/15	201	5/16	2016/17	2017/18	2018/19	Corp Procurement Strategy
					Am	Staff		ICes		8	4			nvestigations)	39.7 (excl. Investigations)	38.7 (excl. Investigations)	2010/10	Performance Management Framework
Internal Audit and Investigations-	provides indepen	dent, objective	appraisal of risk r	nanagement,		Staff -				8				8	8	8		Civil Contingencies Plan
Investigates allegations of poor co	ontrol and conflict	s of interest. Co	-ordinates the Ar	nnual			Election			0	9			00	800	0		Central Government
Governance Statement. Reviews						Staff - (				50		50		50	150	150		ochildi ooverninent
controls to members. Investigation internal cases.	ns - investigates a	allegations of tra	aud for Housing E	senetit and		Stail - V	Carivas						rmance Targ		150	150		Main impact if indicator not
						Performanc	ce indicator		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	Indicator type	met
Safety Services - provides H&S , e	emergency plann	ing & business	continuity service		6	FOL requests - c	dealt with in time	e	90%	90%	92.5%	95%	95%	2010/13(F1)	High	Monthly	Perception	Reduced customer service
Democracy Services - maintains in			pport to Councillo	ors and Mayor &			ealt with in time		90%	90%	92.5%	95%	95%		High	Monthly	Perception	Reduced customer service
ensures council has robust decisio	on making arrang	ements.					ed against plan		90%	90%	90%	90%	90%		High	Quarterly	Business critical	Increased fraud
Electoral Services - maintains regi	isters of electors	whilst managing	the move to ind	ividual electoral			ented by agree		90%	90%	90%	90%	90%		High	Quarterly	Business critical	Increased fraud
registration, administers elections	& referendums a	ind undertakes	boundary & elect	oral reviews.			ed H&S inspecti		60	60	60	60	60		High	Monthly	Outcome	Breach statutory duty
There is also the shared Legal ser	rvice with the Lon	don Borough of	Richmond whic	h has its own			ns completed or		75%	85%	90%	90%	90%		High	Quarterly	Outcome	Breach statutory duty
Service Plan.	THEE WITH THE LOI	don Borough of	rticilitiona, whic	in has its own		,	ry agendas issu		28	26					Low	Quarterly	Quality	Rework
				ļ	INC	. supplemental	. , ayonaa 1380		20	20	24	22	20		LOW	Qualitary	Quality	Nework
				ľ					+				<del> </del>				}	
		DADTATIS	BUDGET AVE	PEROUPOES					1	1	1		1	1	L	1		I
			BUDGET AND		Budert	Durtrat	During			:	2015/16 Ex	oenditure					2015/16 Income	
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19											
Expenditure	4,018	2013/14	4,031	3,869	3,897	3,92								Employees				Government grants
Employees	2,407		2,449	2,344	2,344													
Premises	4		5	5	5		5							Premises				Reimbursements
Transport	25		25		26													Reinbursements
Supplies & Services 3rd party payments	1,166		1,228	1,170	1,198	1,22	6							Transport				
Support services	416		324	324	324	324	4							Transport				Customer & client receipts
Depreciation	410	0	024	024	024	02	1											
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget		l r					Supplies & S	ervices			
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19											Recharges
Income	2,334	0	2,367		2,377									3rd party pay	ments			
Government grants Reimburgements	70 54		70 59	70 60	70 62	6												Reserves
Custon a Sclient receipts	61		153		160													
Recharge Reserves	2,149		2,085	2,085	2,085									Support servi	ces			
									14									Capital Funded
Capital Funded														Depreciation				
Council Funded Net Budget	1,684	0	1,664	1,496	1,520	1,544	1 0											
Capital Buch et £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget							Summar	/ of major budget etc	changes		
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19								2015/16	Ŭ		
Ctte Decision Making	2,000									a								
															esources £30k			
									onalise Healt onalise intern									
									ices and sup									
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			<u> </u>															
	2,000	0	0	0	0	0	) 0								2016/17			
l	2,000	0			0		, 0								2010/17			
2,000																		
2,000																		
1,500 -																		
					<u>۱</u>										0047/40			
S00					<b>\</b>										2017/18			
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0						<b>`</b>												
2013	2014	201	5	2016	2017	2018												
		Budget			Actual													

Appendix 8

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)				App
			Corporate Gover	nance		Diale	
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood	Risk Impact	Score
Pro	ject 1	Project Title:	Support new intake of councillors	Improved customer satisfaction			
Start date	01/04/2013	Project Details:	To prepare information and support for new intake of councillors following May 2014 council elections.		1	1	1
End date	31/03/2015	i lojeot Detailo.	To ensure smooth introduction of any consequent changes to decision making structure or process.				
Pro	ject 2	Project Title:	2013/17 Implement individual electoral registration	To meet legislative requirements			
Start date	01/04/2013	Project Details:	Introduce new system of Individual Electoral Registration by implementing new processes to register residents, whilst undertaking data matching and public awareness strategies to seek to maximise the accuracy and completeness of the register of electors.		3	3	9
End date	31/12/2016		accuracy and completeness of the register of electors.				
Pro	ject 3	Project Title:	2013/17 Administer statutory elections, referendums and ballots.	To meet legislative requirements			
Start date	01/04/2013	Project Details:	Administer London borough council and European Parliament elections in 2014, Parliamentary general election in 2015, GLA elections in 2016, and Willow BID ballot in 2014, together with any other		3	3	9
End date	31/03/2017	i lojeot Detailo.	referendums and ballots that may be required				
Pro	ject 4	Project Title:	Prepare for and implement changes to single fraud initiative	To meet legislative requirements			
Start date	01/02/2014	Project Details:	To prepare for the SFIS and the effect on audit and investigation in relation to the focus on workload		2	2	4
End date	31/03/2015		from Housing Benefit fraud to other areas of fraud				
	ject 5	Project Title:	Committee report workflow	More efficient way of working			
Standate	01/06/2014	Project Details:	To improve workflow through implementation of features within new software system. Will enable report authors to submit electronically, receive deadline reminders and get legal and finance comments as		2	1	2
	01/10/2014	Dreiget Titler	well as sign off by Directors and Cabinet Members.				
4	Ject 6	Project Title:	Scrutiny Improvement Programme	Improved reputation			
Start date	01/04/2014	Project Details:	To continue to improve effectiveness and impact of the scrutiny function and to engage new councillors in scrutiny activities.		2	1	2
End date	31/03/2015						
Pro	ject 7	Project Title:	LLC service delivery	To meet legislative requirements			
Start date	01/04/2014	Project Details:	Review of LLC service delivery; dependent on national directive		3	1	3
End date	31/03/2015						
Pro	ject 8	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							
Pro	ject 9	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date		Decise ( T''					
Proj	ect 10	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							

	Customer S	Services									Pla	nning Assur	mptions					The Corporate strategies your
Selec	t vour Cabinet N		folio			Anticipate	d demand		201	3/14		4/15	201	5/16	2016/17	2017/18	2018/19	service contributes to
Enter a brief descrip				ow	Benefit/Council					,000		000	14,0		14,000	14,000	14,000	Customer Services Strategy
					Telephone calle					0,000		,000	600		500,000	450,000	400,000	Homelessness Strategy
There are 5 core services:					Face to face cus					5,000		,000	90,0		85,000	80,000	70,000	Medium Term Financial Strategy
Local Taxation - responsible for					Council tax prop					,000		500	83,0		83,000	83,000	85,000	Social Inclusion Strategy
Bailiff collection services; - this in Housing Benefit - responsible for							inancial resou	irces	201	3/14	201	4/15	201	5/16	2016/17	2017/18	2018/19	
identification and prevention of fra	aud;	0			7	Staff			1	52.4		9.4		6.4	134.4	133.4	133.4	
Merton Link - first point of contact			visitors, through e	ither face to		Apprentio	( )			3		3	4					
face or via telephone - also provid Registrars - responsible for regis	de Translation Sel	rvices; deaths, marria	ages & civil partne	rships.			()			-								
citizenship ceremonies & national	lity services;																	
Communications - responsible f promoting Merton as a good plac									Perform	nance Targe	s (T) & Prov	sional Perfo	mance Targ	ets (PT)				Main impact if indicator not
have access to services; ensuring						Performanc	ce indicator		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	Indicator type	met
and engaging council staff so the	y understand the					Business Ra	tes collected		97%	97.25%	97.50%	97.50%	97.50%	97.50%	High	Monthly	Business critical	Loss of income
putting customers at the heart of Front line service for Universal	all they do.	thorities will be	responsible for d	alivering front	% of M		ervice files paid	d in full							High	Monthly	Outcome	Loss of income
line services for universal credit for							d miscellaneous de		58%	58%	58%	58%	58%	58%	High	Monthly		
anticipated that this new service	will be delivered w	vitihn this servio			HB - C	COC & new cla	ims processing	g days	16	16	10	10	10	10	Low	Monthly	Business critical	Customer hardship
vague due to the uncertainty of th	ne roll-out of the s	cheme.				First contac				60%	65%	70%	75%	75%	High	Monthly	Perception	Reduced customer service
					Income from		ages, civil parti	nerships etc)		415,000	400,000	415,000	425,000	450,000	High	Monthly	Business critical	Loss of income
							vebsite visits		83%	84%	84%	84%	84%	84%	High	Monthly	Perception	Reduced uptake of service
						No. of on-line	e transactions		I	<b> </b>		30,000	45,000	60,000	High	Monthly	Business critical	Reduced customer service
															I			
	DE	PARTMENTAL	BUDGET AND	RESOURCES						:	2015/16 Ex	oenditure					2015/16 Income	
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget											
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19							Employees				Government grants
Expenditure	12,456	0	9,863	9,487	9,394	9,31												3
Employees Premises	5,749 39		5,037 20	5,008 21	4,897 21	4,78								Premises				
Transport	91		63	64		6								i remises				Reimbursements
Supplies & Services	3,346		1,447	1,459	1,470	1,49	1											
3rd party payments	475		828	467		47								Transport				Customer & client receipts
Support services Depreciation	2,753		2,465	2,465	2,465	2,46	5											
	3 Budget	Actual	Budget	Budget	Budget	Budget	Budget							Supplies & Se	ervices			
Revenue £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19											Recharges
Income	11,216	0	7,399	6,966	6,774	6,80	1 0							3rd party pay	monto			
Government grants Reimburgebients	1,826		1,980	1,520	1,302	1,30					1			olu paity payi	inenits			
Custom Client receipts	930 6,185		930 2,184	930 2,211		93 2,26												Reserves
Boohargoo	2,275		2,104	2,211		2,20								Support servi	ces			
Reserve				_,	_,	_100	-					/						Capital Funded
Capital Funded											/			Depreciation				
Council Funded Net Budget	1,240	0	2,464	2,521	2,620	2,511	0											
Capital Burget £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget							Summar	y of major budget et	c changes		
· 01	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19								2015/16	Ū		
							+				1			la		a a section of the section of the section of	for the second start and it	le educinistantica
							+	Funding for							a decision is required r	egarding future funding	g for the ascheme and it	s administration
							+								mme the impact of the	Customer Service Rev	view will not save £30k i	n this year. Savings from
							+	elsewhere v						laci progra	mine the impact of the			in this year. Davings norm
	<u>├</u>						1							mentation	of telephone parking £	10k		
	├						+								work for supporting U			
	<u>├</u>						1		5									
		•		^			0 0								2016/17			
	U	0	. 0	U			~  U	Deferred	Idaotor I a -	ingo from t	1/1E in al	o o deleti-	n of mana -	or pocition		and a reduction with	hip the debt receive	alliff function requilting in COAL of
3,000								Deferred bu savings.	ugetary sav	ings from 1	4/ IO INCIUC	e a ueletioi	n or manage	er position	within Customer Servi	Les and a reduction wit	min the dept recovery/b	ailiff function resulting in £81k of
5,000									impact of the	e Customer	Service Re	view will sa	ave £30k an	nually				
															of telephone parking a	E10k.		
2,500 -					-								administrati					
					1			There may	be funding	from the DV	VP for the r	ew Local S	Support Serv	ices frame	work for supporting U			
					<u>۱</u>			New perfor	mance targe	et required f	o monitor t	ake-up of o	n-line servic	es. This in	cludes revision of nun	ber of telephone calls	and face-toface custom	ers
2,000 -					<b>\</b>										2017/18			
£,000s					<u>۱</u>			CORO Del	lion of A	tant Direct		le.			2011/10			
₽.4 F00					<b>\</b>				tion of Assis				reduce total	hone calle	and face-to-face custo	more		
<sup>44</sup> 1,500 -					· · · · ·			Continueur	impact of Ct	ustonner Co	niaci projet		reduce telpi			111013		
🥤					· · · · ·													
1,000 -					``	\												
1,000						1												
						1									2018/19			
500 -						<b>\</b>		Continued	impost of O	untomar Ca	ata at arai	t to further -	roduos tel-	hono cell-		more		
						<u>۱</u>		Anticipated						none calls	and face-to-face custo	mers.		
						<u>۱</u>		Anticipateu	Sman more									
0																		
2013	2014	201	5	2016	2017	2018												
		Budget			Actual													
								J										

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - M Customer Service				Appe
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME		Risk	
Bro	oject 1	Project Title:	Customer Service review	More efficient way of working	Likelihood	Impact	Score
Start date	01/04/2013	Project Details:	As part of the implementation of the customer contact electronic solution processes and resourcing will	wore enicient way or working	3	2	6
End date	31/03/2015		be reviewed				
Pro	oject 2	Project Title:	Improve access to on-line services	More efficient way of working			
Start date	01/04/2013	Project Details:	Maintain successful visits to the website at 83%., improve the look and feel of the website, implement the recommendations of the customer services review, increase uptake of online transactions.		2	2	4
	oject 3	Project Title:	Council Tax support scheme	To meet legislative requirements			
		i roject nao.					
Start date	01/04/2013	- Project Details:	During 14/15 options for a revised scheme will be reviewed for Council decision and possible implementation for 15/16		2	3	6
Pro	oject 4	Project Title:	Implement and review Welfare Assistance Scheme	Improved resident well being			
Start date	01/04/2013	- Project Details:	A review of the scheme will be undertaken during 2014/15, however, there is currently uncertainty regarding future funding from 15/16		3	2	6
End date	31/03/2015						
	oject 5	Project Title:	Appoint a medical examiner	To meet legislative requirements			
State	01/04/2014	- Project Details:	The Council will need to appoint a medical examiner for registration of deaths. This will be achieved through the sharing of another boroughs recruitment and appointment.		2	2	4
End date	31/12/2014		anough the sharing of another beroughe restaument and appointment.				
	oject 6	Project Title:	Local Support Services	To meet legislative requirements			
Start date	01/04/2014	<ul> <li>Project Details:</li> </ul>	In line with implementation and roll out of Universal Credit local authorities have been asked to provide a front line solution for those customers than cannot access and claim on-line. This service may be		2	2	4
End date	31/03/2016		multi agency and include Job Centre Plus, volunarty sector and neighbouring authorities				
Pro	oject 7	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							
Pro	oject 8	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							
Pro	oject 9	Project Title:		Select one major outcome			<u> </u>
Start date		Project Details:					0
End date							
Pro	ject 10	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							

								Appendix
Human Resources		0010// 4	Planning Assur		0040/47			The Corporate strategies your
CIIr Mark Allison Cabinet Member for Finance	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	service contributes to
Enter a brief description of your main activities and objectives below	Employees in Merton for HR, payroll, advice, I	L&D, EAP etc 4,600	4,400	4,400	4,400			Workforce Development Plan
1) Support effective people management across the organisation through development of a	New recruits to be appointed	180	160	160	160			Economic Development Strategy
workforce strategy/TOM people layer 2) Implement and maintain efficient HR transactions for recruitment, induction, employee data,	HR FTE	46.4	45.4	45.4	41.4	40.4		
payroll, performance management, appraisal, learning and development	Anticipated non financial resource	ces 2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	
<ol> <li>Provide HR business partner support across the Council</li> <li>Produce HR metrics, analyse people-related problems and take appropriate actions</li> </ol>	Select anticipated resources Select anticipated resources							
5) Produce HR strategies, policy frameworks and systems to support effective people	Select anticipated resources							
management	Select anticipated resources							
		Performance Targe	ts (T) & Provisional Perfo	rmance Targets (PT)	Delevity	Demention quale	In diastan tura	Main impact if indicator not
	Performance indicator	2013/14(T) 2014/15(T)	2015/16(PT) 2016/17(PT)	2017/18(PT) 2018/19(PT)	Polarity	Reporting cycle	Indicator type	met
	Time to hire	90 90	90 90		Low	Monthly	Outcome	Increased costs
	Sickness absence (Average days per		7 7		Low	Monthly	Outcome	Increased costs
	% Appraisals completed % Members L&D satisfaction	98% 98%	98% 98% 83% 83%		High High	Annual Quarterly	Outcome Outcome	Poor decision making Poor decision making
	% Members Lab Satisfaction	81% 82%	83% 83%		High	Quarterly	Outcome	Foor decision making
		1 1				1		1
DEPARTMENTAL BUDGET AND RESOURCES			2015/16 Expenditure				2015/16 Income	
Budget         Actual         Budget         Budget           2013/14         2013/14         2014/15         2015/16	Budget Budget Budget 2016/17 2017/18 2018/19							
2013/14         2013/14         2014/15         2015/16           Expenditure         3,242         0         3,133         3,140	<u>2016/17</u> 2017/18 2018/19 2,674 2,629 0			Employees				Government grants
Employees 2,220 2,185 2,185	1,825 1,767							
Premises 17 15 15	15 15			Premises				Reimbursements
Transport         7         5         5           Supplies & Services         210         218         222			1					
3rd party payments 255 259 262	226 230			Transport				
Support services         533         451         451           Depreciation	451 451							Customer & client receipts
Dudget Actual Dudget Dudget	Budget Budget Budget			Supplies & S	ervices			
2013/14 2013/14 2014/15 2015/16	2016/17 2017/18 2018/19					· · · · · · · · · · · · · · · · · · ·		Recharges
Income 3,101 0 3,128 3,134	3,139 3,145 0			3rd party pay	ments	0		
Government grants Reimburgenets								Reserves
Customer & Client receipts 533 569 575	580 586			Support servi	ces			
Recharge 2,568 2,559 2,559 2,559 Reserve	2,559 2,559							Capital Funded
Capital Funded				Depreciation				
Council Funded Net Budget 141 0 5 6	-465 -516 0							
Capital Budget £'000s         Budget 2013/14         Actual 2013/14         Budget 2013/14	Budget Budget Budget 2016/17 2017/18 2018/19			Summar	/ of major budget e	tc changes		
2013/14 2013/14 2014/13 2013/16	2010/17 2017/18 2018/19				2015/16			
		CS49 Introduction of new applicat	ion tracking system £5k	<				
			• •					
	<b>├</b> ─── <b>├</b> ─── <b>│</b>							
	+ - + - + - + - + - + - + - + - + - +							
0 0 0 0	0 0				2016/17			
	· · ·	CS48 Further rationalisation of HF	R Services £130k					
200		CS49 (2013-2017) Introduction of						
		CS50 Occupational Health & Emp CS51 HR Transactions - including	loyee Assistance progr	ramme £40k				
100 -		CS49(2012-2016) Further consoli		vork £140k				
		CS74 Review of L&D £69k						
0 2013 2014 201 2016	2017 2018							
					2017/18			
		CS75 Review of COT staffing in li	ght of 4 borough shared	d service opportunities				
-200 -					-			
-300 -								
↓ ↓ <b>\</b>								
-400 -					2018/19			
					_010/10			
-500 -								
-600								
-600								
	Actual							

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF Human Resources	10 OVER THE FOUR YEAR PERIOD			Appe
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME		Risk	
Pro	oject 1	Project Title:	Occupational Health Service	More efficient way of working	Likelihood	Impact	Score
Start date	01/04/2014	Project Details:			3	3	9
End date	31/03/2015					L	
Pro	oject 2	Project Title:	Employee Assistance programme	More efficient way of working		l	
Start date	01/04/2014	Project Details:	Flexible working - policy development and learning and development to support culture and technical change.		3	4	12
			Las due ble en deserver en transference t				
Pro	oject 3	Project Title:	Leadership and management development	More efficient way of working		l	
Start date	01/04/2014	Project Details:	Centralisation of L&D and appraisal systems within iTrent system.		3	3	9
End date						<u> </u>	
Pro	oject 4	Project Title:	Recruitment - agency and executive search via the LBRP	More efficient way of working			
Start date	01/04/2015	Project Details:			3	3	9
End date	31/03/2016					l	
	oject 5	Project Title:		Select one major outcome			
		Project Details:					0
N Pr	oject 6	Project Title:		Select one major outcome			1
OO Start date		Project Details:					0
End date						ł	
Pro	oject 7	Project Title:		Select one major outcome			<u> </u>
Start date	-	Project Details:					o
End date						l	
Pro	oject 8	Project Title:		Select one major outcome		·	
Start date		Project Details:					0
End date						<u> </u>	
Pro	oject 9	Project Title:		Select one major outcome		l	
Start date		Project Details:					0
End date						1	
Pro	oject 10	Project Title:		Select one major outcome		 I	1
Start date		Project Details:					o
End date						I	

Appendix 8	
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F																		
	Infrastructure ar						<del></del>		204	2/4.4		nning Assur		FIAC	0040/47	2047/49	2049/40	The Corporate strategies your
Clir Mar Enter a brief descri	rk Allison Cabin			014	Denaire <sup>e</sup> Mein	Anticipate		(Pe)(epue)	201			4/15	-	15/16	2016/17 800.00	<b>2017/18</b> 800,00	2018/19	Asset Management Plan
	. ,				Repairs & Main IT Service Calls	tenance of Corp	orate Buildings	s (revenue)	806	,000		0,00 000		0,00	800,00 18,000	17,000	<b>├</b> ──── <b>│</b>	
Infrastructure and Transaction functions which are:-	ns Division (I&T	) is a support s	ervice made up	of three	Service Calls					000		000		,000	6,000	6000		Customer Services Strategy Customer Services Strategy
					·	ats quested by depa	artmenta			,000		,000		000	115,000	120,00	├	Customer Services Strategy Customer Services Strategy
IT Service Delivery - IT (SD) su desktop equipment and associa						icipated non fi			201			4/15		15/16	2016/17	2017/18	2018/19	Customer Services Strategy
Desk facilities, IT Disaster Recov					Am	FM (F		ICes	3			5		29	29	28	2010/10	
governance and data security.	-	-				Transactional S	,			l.7		l.7		3.7	13	13		
Facilities Management - FM pro	ovides the infrast	ructure to delive	r services through	1		IT Service De	( )			3		3		2.2	27.2	27.2		
accommodation, building repairs						Staff (App	, ,			2		5		4	3	0		
energy management and conser		catering, print a	nd post room serv	vices, security			,				ts (T) & Prov	-	ormance Targ	aets (PT)				Main impact if indicator not
and other associated hard and s	SOIL FINI SERVICES.					Performanc	e indicator	ŀ	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	Indicator type	met
Transactional Services incorpo					Repairs & I	Maintenance rat	tio of Reactive	to Planned	50/50	40/60	30/70	30/70	30/70		Low	Annual	Outcome	Increased costs
Administration and Vendor Maint and services provided to LBM. F					· · ·	Total externa			200,00	225,000	235,000	245,000	250,000		High	Quarterly	Output	Loss of income
revenue received. Maintain accu					CO2 e	missions corpor	ate buildings (t	onnes)	4,200	4,100	4,000	3,900	3,800		Low	Quarterly	Output	Environmental issues
correct involving and reduce que					Firs	t time fix rate for	or IT Service D	esk	63%	64%	64%	65%	65%		High	Monthly	Outcome	Reduced service delivery
cleansed, Providing training an invoicing.	nd support for all	users of the sys	stems required for	payments or	Custom	er Satisfaction	- IT incident re	solution	85%	90%	90%	90%	90%		High	Monthly	Outcome	Reduced customer service
					Invoices	paid within 30	days of receipt	by I BM	91%	93%	95%	95%	95%		High	Monthly	Business critical	Reduced service delivery
						paid within 50		-	88%	93%	95%	95%	95%		High	Monthly	Business critical	Increased costs
					Garomotinivi				5570	0070	5570	0070	5070					
	DI		L BUDGET AND I	RESOURCES	1								1	1	<u> </u>	1		
	Budget	Actual	Budget	Budget	Budget	Budget	Budget				2015/16 Ex	penditure					2015/16 Income	
Revenue £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19							- Casalaria				
Expenditure	11,968	0	11,815	11,061	10,807	10,768								Employees				Government grants
Employees	3,304		3,365	3,222	3,080	2,995	5											
Premises Transport	2,908		2,733	2,185	2,132	2,160				/				Premises				Reimbursements
Supplies & Services	2,828		2.687	2,620						1								_
3rd party payments	274		206	210		215	5				1			Transport				
Support services	930		875	875	875	875												Customer & client receipts
Depreciation	1,685	Astual	1,916	1,916	1,916	1,916								Supplies &	Services			
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19											Recharges
Income	11,797	0	11,815	11,864		11,907	/ 0		-				-	-0.1				J.
Government grants														3rd party	ayments			-
Reimburschents	1,990		2,063	2,112	2,116	2,155												Reserves
Customers client receipts Recharges	9,807		9,752	9.752	9,752	9,752								Support ser	rvices			
Reserve																		Capital Funded
Capital Funded	1-1											/		Depreciatio	n			
Council Funded Net Budget	171	0	°,	-803	-1,061	-1,139				-		/				-		
Capital Budget £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget							Summar	y of major budget et	c changes		
Information Technology	2013/14 1,405,520	2013/14	2014/15 953,000	2015/16 584,000	2016/17 1,862,000	2017/18 1,806,000	2018/19								2015/16			
Facilities Management	3,282,110		1,600,000	500,300	1,002,000	1,000,000		CS5 Review p	rocurement	of support	maintenanc	e & license (	contracts £6	0k	2013/10			
	0,202,110		1,000,000	000,000	1,000,000	1,000,000	, 	CS7 re-procur					00111 8013 20	UK				
					1			CS8 Reduction	n of WAN co				alyst post £2	24k				
					İ.			CS17 Post say		00041								
	1							CS20 Energy							15k urity services £35k			
	1				1			CS25 Deletion							Unity SCIVICES LOUR			
	1				İ													
	4,687,630	0	2,553,000	1,084,300	2,862,000	2,806,000	0 0								2016/17			
								CS5 Review p					contracts £5	50k				
1,500 آ								CS7 re-procur			one contract	£20k						
								CS8 Reductio CS10 Outsour										
1,000 -								CS12 Deletion			on governan	ce post £37k	k					
								CS16 (deferre	ed from 14/1	5 )Surrende	er overtime b	udget £35k,		ourcing build	ing services and securit	y services £50k		
500 -								CS28 Amalga	mation of in	truder alarn	n contract £2	0k,						
300																		
s						-		0070						0051	2017/18			
	2014	201	15	2016	2017	018		CS70 Apply a CS71 Deletior	dmin charge	e to custom ts £85k	er requesting	hard copy p	paper invoic	e £35k				
2013	2014	201		-010	2017	2010		CS72 Consoli	dation of bu	dgets £34k								
-500 -																		
-1,000 -																		
															2018/19			
-1,500 -															2010/10			
-1,000																		
-2,000																		
		Budget			Actual													
		Buuget			ncludi													
							,											

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - Infrastructure and Tra				
						Risk	
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood	Impact	Score
Start date	oject 1 01/04/2013	Project Title:	Replacement of IT Infrastructure and desktop equipment Replacement of desktop equipment and standardisation of operating systems including Microsoft	Improve the efficiency of IT systems across the whole organisation			
End date	31/03/2015	Project Details:	Office to enable hot desking, mobile and flexible working through the use of the Virtualised Desktop Infrastructure and unified telephone communications.			2	2
Pro	ject 2	Project Title:	Backscanning of existing paper records	More efficient way of working			
Start date	01/06/2014	Project Details:	Backscanning of paper records into a digital format which will be prioritised in order to support the roll out of the Flexible Working Programme. This project also links directly to the Customer Contact programme which includes the implementation of a new Electronic Documents and Records		1	2	3
End date	31/03/2018		Management System (EDRMS).				
Pro	oject 3	Project Title:	Upgrading of IT Disaster Recovery Arrangements	Improve Disaster Recovery and Business Continuity arrangements			
Start date	01/12/2013	Project Details:	Replacement of Storage Area Network (SAN) equipment and associated hardware to provide improved disaster recovery arrangements for the Councils main IT systems and minimise any potential loss of		2	3	6
End date	31/12/2014		service in the event of a major incident or IT equipment failure.				
Pro	oject 4	Project Title:	Flexible Working Programme	More efficient way of working			
Start date	01/04/2012	Project Details:	The Flexible Working Programme is the innovative use of modern IT technology, infrastructure and office accommodation to enable the council to deliver services in the most efficient and cost effective		2	2	4
End date	31/12/2015		manner possible.				
	oject 5	Project Title:	Refurbishment of 4 main passenger lifts at Civic Centre	Improved customer satisfaction			
State	01/10/2013	Project Details:	Project to refurbish the 4 main passenger lifts at the Civic centre which were installed in 1960 and that are now 'Life Expired' in terms of maintenance and obtaining spare parts in the event of a breakdown or		1	2	2
End date	31/03/2015		mechanical failure. The project is essential to ensure that the premises are safe and compliant with statutory requirements.				
O Pro	oject 6	Project Title:	Energy "Invest to Save" Initiatives	More efficient way of working			
O Start date	01/04/2007	Project Details:	Completion of a range of projects across the councils entire portfolio of properties which will reduce energy consumption and associated CO2 emissions and that are designed to have a maximum		1	1	1
End date	01/04/2018		financial pay back of between 7 and 10 years.				
Pro	oject 7	Project Title:	Review Civic Centre Building Services & Security arrangements	To meet budget savings			
Start date	01/07/2013	Project Details:	Review of both the scope and method of delivery of the Civic Centre building services and security arrangements to produce the best balance of a cost effective solution and one that protects the		2	2	4
End date	01/04/2015	-	reputational risks inherent in managing a front-line service in the highest profile corporate building within the authority.				
Pro	ject 8	Project Title:	Civic Centre Accommodation Strategy and Refurbishment Programme	More efficient way of working			
Start date		Project Details:	Project to refresh the Civic Centre accommodation strategy to ensure that the building is refurbished and managed in a consistent manner with the delivery of key council objectives in relation to the rationalisation and more efficient use of space. The strategy needs to be closely aligned with corporate		1	2	2
End date			guidelines to support the introduction of Flexible Working as well as the Councils wider strategic review of assets.				
Pro	oject 9	Project Title:	Continuation of work on the Locations Layer of the Corporate TOM	More efficient way of working			
Start date	01/10/2013	Project Details:	Works to develop an online corporate asset register covering all of the property related assets owned and operated by the council which will be an essential element of a larger piece of work relating to the		2	2	4
End date	31/03/2015	-	longer term strategic management of property and assets across the authority.				
Proj	ject 10	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							

																		Appendix 8
	Resou											nning Assu						The Corporate strategies your
		et Member for F				Anticipate			201	3/14	201	4/15	2015	/16	2016/17	2017/18	2018/19	service contributes to
Enter a brief descrip			d objectives be	low		Revenue Bud	0 0			47	1		147		147	147		Asset Management Plan
Resources is made up of four maj	jor areas of activ	ity:		efficiency and			get Managers		2	23	2	3	23		23	23		Capital Programme
Accountancy - manage financial Members, production of council's	financial account	ts, revenue & bu	de a support to lget setting, pro	filing, reporting			ormance & Risk	-		ports	8 Re		8 Rep		8 Reports	8 Reports		Central Government
& monitoring, council's day to day	y cash flow, insu	rance services, tr	easury manage	ment &	<b>.</b>		mance & Risk N	ÿ		ports	8 Re		8 Rep		8 Reports	8 Reports		Corp Equality Scheme
pensions. Over the next four years processes /how information is stor	s we will transfor red in our financ	m by improving u ial systems.	ise of technolog	y /reviewing	<b>.</b>	· · · · ·	rmance & Risk			ports	2 Re		2 Rep		2 Reports	2 Reports		Corp Procurement Strategy
Business planning - manage Fin	nancial Strategy	& Capital Strateg	y/Monitoring, Fi	nancial	Anti		inancial resour	rces	-	2/13	-	3/14	2014	-	2015/16	2016/17	2018/19	Medium Term Financial Strategy
Systems Liaison & Development, & Risk Management, developing k	, Business & Ser	vice Planning, Pe	erformance Man	agement (PM)		Staff (				3.2	68		68.	2	65.2	65.2		Risk Management Strategy
multi-year planning, target resource	ces, manage risk	& integrate finar	icial, business 8	performance		Appre	ntices			0		2	2		0	0		Treasury Management Strategy
information. Over the next four year challenge services to improve their	ars we will impro	ove robustness of	our systems &	projections,														Voluntary Sector Strategy
quality and risk management	ii periornance n	lanagement to ra	clinate transion	idiloii, udid					Deufeur			cional Doufo						Select Strategy delivery
Commercial & procurement - Th						Performanc	ce indicator	-	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	rmance Targe 2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
is to be a strategic centre of excell training and advice including owne	ership of the Cou	ement and contra uncil's Procureme	ct management	, guidance,	Accuracy of I	28 Dovonuo Eg	precast (compar	rad to outurn)	2013/14(1)					2018/19(PT)	High	Annual	Outcome	Poor decision making
key tender processes, identificatio	on of savings opp	portunities and co	mmercial benef	its,	,		013/14) Capital	,		90%	90% 90%	90% 90%	90%		High	Annual	Outcome	Poor decision making
compliance with EU and UK procu ownership of the contracts register		on, benchmarking	g and best pract	ice and	,		nts to Draft Acc		0	90%		90%	90% 0		Low	Annual	Business critical	Government intervention
Policy and strategy - coordinate	corporate strate	gy & policy; ensu	re effective & hi	gh-quality			n by Procureme		0	0 80%	0 80%	80%	80%		High	Quarterly	Quality	Poor decision making
policy development across the cou	uncil; promote a	positive relations	hip with the volu	intary and			lace for 'red' ris		90%	80% 90%	80% 90%	80% 90%	80% 90%		High	Quarterly	Outcome	Poor decision making
community sector; ensure the cou cohesion policy; lead on effective	partnership worl	king by managing	the local strate	gic	A		NOC IVI ICU IIS	1.0	90%	90%	90%	90%	90%		nign	Qualterry	Jucome	r oor decision making
partnership, including leading on t	the Stronger Cor	nmunities agenda	a and delivery of	fthe												1		
Sustainable Community Strategy;	and provide a s	ecretariat function	1 IOF CIVIT and L	36.									<u>├</u>			1		
	DI	EPARTMENTAL	BUDGET AND	RESOURCES						·	045/40 5				·		0045/401	
D	Budget	Actual	Budget	Budget	Budget	Budget	Budget			2	2015/16 Ex	penaiture					2015/16 Income	
Revenue £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19							mployees				
Expenditure	9,181	0	8,660	8,717	8,539	8,524	4 0		4				-	pioyees				Government grants
Employees	4,030		3,821	3,815	3,643	3,596												
Premises Transport	103		105	106	107	109							■P	remises				Reimbursements
Supplies & Services	4,198		3,834	3,895	3,889	3,919												
3rd party payments	23		178	179	178	178							∎Ti	ransport				
Support services	823		718	718	718	718	8											Customer & client receipts
Depreciation	Dudaat	Actual	Dudaat	0 Dudaat	0 Dudaat	( Dudaat	0 Durlant						■S	upplies & Se	ervices			
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19									1		Recharges
Income	7,694		6,718		6,747	6,762												
Government rants	C	)	C	0	0	(	0						<b>3</b>	rd party pay	ments			
Reimbursements	0		0	0	0	(	0											Reserves
Customer & client receipts Recharges	789 6.905		804 5.914		833 5,914	848 5,914							<b>■</b> S	upport servi	ces			
Reserves	0		0	0	0	(	0					/						Capital Funded
Capital Funded	C	)	C	0	0	(	0		-				шD	epreciation				
Council Europed Net Budget	1,487	0	1,942	1,985	1,792	1,762	2 0											
Capital Budget £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget							Summar	y of major budget et	c changes		
Financial System re-engineering	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19								2015/16	<b>..</b>		
Acquisitions Budget	30,730		1,100,000	500,000	500,000	(	0 0								2015/10			
Transformation Budgets	30,730	1	638,000	500,000	500,000		+	MTFS/Busines	s Planning	. Throughou	t the financia	l vear office	rs within the te	am will be	compiling the Business	Plan for 2016-20 this w	ill include provision of a tir	netable for compilation and horizon
Capital Bidding Fund			1,000,000	1,000,000			+	scanning and e	evaluating t	he impact of	any legislat	ive changes	. The modellin	ig assumpt	tions will be reviewed ar	nd detailed scenario planr	ning undertaken.	
Suprair Bidding Fund			1,000,000	1,000,000										perational.	It is envisaged that the	e implementation of this n	ew financial system and th	ne adoption of new streamlined
	+	1						processes . Op						oculting for	om the new financial sys	tem		
	1						+	Gavings: Savin	iy ioi tuture	; years will D	e identified f	ioni improve	a processes i	esuning fro	on the new financial sys	510111.		
	1	1																
	30,730	0	3,780,340	2,007,000	500,000	(	0 0								2016/17			
			.,,.	,,	,			]										
2,000	-		_					MTES/Pupings	e Plannina	Throughout	t the financia	l vear office	re within the +	oom will be	compiling the Publicson	Plan for 2017 21 this	ill include provision of a ti-	metable for compilation and horizon
																ind detailed scenario plan		
1,800 -				<b>`</b>				Financial Syste	em: The ne	w financial s	ystem and t	ne adoption	of new stream	nlined proc	esses will facilitate the	further savings below.	-	
1.600 -					\ \			Savings: Savin	ngs of £103	k will be del	vered by rec	luction of the	ree posts , nor	n salary bu	udgets savings £137k th	rough improved processe	es, consolidation of budge	ets and review of recharges.
1,000					1													
1,400 -					<u>۱</u>													
× 1 000					<u>۱</u>										2017/18			
80 1,200 -					<b>\</b>													
요 4 1,000 -					· · · · · ·			MTFS/Busines	s Planning	: Throughou	t the financia	al vear office	ers within the t	eam will be	compiling the Business	s Plan for 2018-22, this w	ill include provision of a ti	metable for compilation and horizon
,								scanning and e	evaluating f	the impact o	f any legislat	ive changes	. The modellir	ng assump	tions will be reviewed ar	nd detailed scenario plani		
800 -						\		Savings: Savin	ngs of £78,0	000 will be d	elivered from	n improved p	processes and	the appro	priate charging for servi	ces.		
600						1												
600 -						1												
400 -						<b>\</b>									2018/19			
						<u>۱</u>												
200 -						<u>۱</u>												
0																		
2013	2014	201	5	2016	2017	2018												
		Budget		<b></b> /	Actual													
		• ·																

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - Resources	MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD			Арр
				MAJOR EXPECTED OUTCOME		Risk	
			PROJECT DESCRIPTION		Likelihood	Impact	Score
Start date	oject 1 01/04/2013	Project Title: Project Details:	Evaluation of future funding levels 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	To meet legislative requirements	2	2	4
End date	31/03/2018		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.				
Pro	oject 2	Project Title:	Financial systems re-engineering programme	More efficient way of working			
Start date End date	01/08/2013 30/09/2015	Project Details:	Procurement of a single integrated financial system to replace the suite of products that are current used to provide GL, AP, P2P & AR functions. This will involve a new chart of accounts and new ways of working, driving efficiencies throughout the organisation. The potential for joint working with neighbour boroughs is currently being investigated. Initial estimate of Go Live date 1 April 2015 - project length allows for post implementation review		3	3	9
Bro	oject 3	Project Title:	Develop and implement whole life costing for capital projects	More efficient way of working			
Start date	01/09/2014	Project Title:	This project will be undertaken in four stages 1) Develop a template to capture appropriate information 2) Pilot the template on two selected schemes	wore encient way of working	3	2	6
End date	31/03/2016		<ul> <li>a) Amend the template</li> <li>b) Apply the temple to selected schemes</li> </ul>				
Pro	oject 4	Project Title:	Improve joint finance and business planning	More efficient way of working		1	
tart date	01/18/14	Project Details:	The project requires the quarterly update of service plans scheduled to start with September 2014 information following the implementation of the new performance and risk management system		2	2	4
End date	31/10/2014						
	oject 5	Project Title:	Evaluation of different models of funding the capital programme	Required to deliver options for the MTFS			
	01/07/2014	Project Details:	In recent years there has been no need to borrow externally to fund capital expenditure, it is anticipated that some external funding will be needed towards the end of the current planning period and therefore a detailed consideration of all reasonable options needs to be done, including leasing, renting and		2	2	4
End date	31/03/2016		borrowing or any other suitable methods of funding capital expenditure.				
OO Pro	oject 6	Project Title:	Fully implement the new performance/risk management IT system	More efficient way of working			
N Start date	01/04/2014	Project Details:	Implementation of a cloud based system for the management and governance of performance and risk information known as Covalent. The earlier phases of the project are now complete, this financial year the three final phases will be completed:		2	2	4
End date	31/03/2015		<ol> <li>The transfer of risk registers will be completed by the end of May 2014</li> <li>The roll out of the system for use in monitoring local performance indicators</li> <li>the provision of screen icons to senior management for performance and risk information.</li> </ol>				
Pro	oject 7	Project Title:	Capital Review	More efficient way of working			
Start date	01/04/2014	Project Details:	In 2012 there was a comprehensive review of the management of the capital programme. This led to the production of an action plan. It would be appropriate to undertake a follow-up review now.		2	2	4
End date	31/03/2015						
Pro	oject 8	Project Title:	Recharge Review	More efficient way of working			
itart date	01/04/2014	Project Details:	Annual reviews of recharges have been undertaken. These have tended to be tactical. In 2014/15 a full scale strategic review will be undertaken. The project will need to dovetail with work undertaken to		3	2	6
End date	31/03/2015		develop and implement the new financial system.				
Pro	oject 9	Project Title:		Select one major outcome			
itart date		Project Details:					0
End date		-					
Pro	ject 10	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							

	Legal Services					DI	nning Assur	nntions				The Corporate strategies your
Clir Mar	k Allison Cabinet Member for Finance	Anticipated demand		20'	13/14		4/15	2015/16	2016/17	2017/18	2018/19	service contributes to
	ption of your main activities and objectives below	Chargeable hours for Merton			3602		337	19337	18,202	→	2010/10	Service contributes to
	prior or your main activities and objectives below						337	19337	18,202			
This is a short discustory of the second	h ih a la a da a Baran da a da da da da da da da da da da da d	Chargeable hours for Richmond		18	3602				•	•		
Borough of Kingston upon Tham	th the London Boroughs of Richmond and Sutton and the Roya les. The service delivers legal advice, support and	Chargeable hours for Sutton				26		26819			ļ ļ	
representation to all services acr	oss all four councils. The service also provides advice in	Chargeable hours for Kingston					931	16931				
	ecision making in all councils and advice to members in relation	Anticipated non financial reso	urces		12/13		3/14	2014/15	2015/16	2016/17	2018/19	
to their roles.		Staff (FTE)		4	2.5	8	7.5	87.5	86.5	85.5		
There will continue to be a share	ed service over the coming 3 years.	Apprentices			1		1	0	0	<b>→</b>		
	5.,	Select anticipated resources										
		Select anticipated resources										
				Perfor	mance Target	s (T) & Prov	sional Perfo	rmance Targets (PT	)			Main impact if indicator not
		Performance indicator		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT) 2018/1	POLARITY	Reporting cycle	Indicator type	met
		Chargeable hours		36,404	82,425	82,425	¥	<b>V</b>	High	Monthly	Business critical	Increased costs
				00,404	02,420	02,420	·	•	·			
				-								
										_		
	DEPARTMENTAL BUDGET AND RESOURCE	;				2015/16 Ex	anditure				2015/16 Income	
D	Budget Actual Budget Budget	Budget Budget Budget	1		4		oonunune				2010/10 Income	
Revenue £'000s	2013/14 2013/14 2014/15 2015/16	2016/17 2017/18 2018/19						Employ				
Expenditure	2,813 0 4,775 4,7		0					■ Employ				Government grants
Employees	2,035 4,150 4,1		1	1								
Premises	4 5	5 5 5	1					Premise	s			
Transport	3 9	9 9 9										Reimbursements
Supplies & Services	482 426 4	26 426 426	4	1				Transpo	rt			
3rd party payments	000 405 4	35 185 185	-									
Support services Depreciation	289 185 1	35 185 185	-									Customer & client receipts
	Budget Actual Budget Budget	Budget Budget Budget	-	//h				Supplie	s & Services		•	
Revenue £'000s	2013/14 2013/14 2014/15 2015/16	2016/17 2017/18 2018/19									N	
Income U	2,793 0 4,829 4,8		0					3rd part	y payments			Recharges
Governmen grants			1									I Recharges
Reimbursements Customer & client receipts	1,347 4,353 4,3	53 4,353 4,353						Support				
Customer & client receipts		76 476 476	-					Support	services			
Recharge	1,311		-									Capital Funded
Capital Funded Council Funded Net Budget	20 0 -54 -	4 -114 -134 0				/		Depreci	ation			
			4		_							
Capital Endoret £'000s Legal Case Management	Budget Actual Budget Budget	Budget Budget Budget						Sum	mary of major budget	etc changes		
$-\omega$	2013/14 2013/14 2014/15 2015/16	2016/17 2017/18 2018/19	-							<b>3</b>		
Legal Case Management	226,100								2015/16			
			_									
			_									
	226,100 0 0	0 0 0 0	0						2016/17			
		· · ·	£60,000 sav	vinas for Mer	ton are requir	ed. Further	savings for s	Sutton, Kingston an	d Richmond may be requ	ired.		
40 1				3 si mon								
20 -												
	· · · · · · · · · · · · · · · · · · ·											
2013	2014 2015 2016	2017 2018										
-20 -		/										
									2017/18			
sooo -40 - .g			£20,000 sav	vings for Merl	ton are requi	ed. Further	savings for S	Sutton, Kingston ar	d Richmond may be requ	red.		
ūμ .		/		-			-	6	,			
-60 -	• <b>—</b> ••											
-80 -												
-100 -									2018/19			
									2010/13			
-120 -		/										
-140		-										
	-Budget -	Actual										
			_									

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM Legal Services	OF 10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME		Risk	0
Pr	oject 1	Project Title:	Shared service	Improved customer satisfaction	Likelihood	Impact	Score
Start date	01/04/2014	Project Details:	To embed the newly expanded shared service, to identify and exploit the efficiencies of the new		2	2	4
End date	31/03/2016		service in order to improve the customer experience and to identify further savings				
Pr	oject 2	Project Title:	Smarter Working	More efficient way of working			
Start date	01/04/2014 31/03/2016	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		2	1	2
	oject 3	Project Title:	Delivering Savings	To meet budget savings			
	1	Floject fille.	Derivering davings	TO THEEL BUUGEL Savings			
Start date	01/04/2015	Project Details:	To deliver £80,000 of savings to Merton and such savings as required by Sutton, Kingston and Richmond				0
End date	31/03/2018						
Pr	oject 4	Project Title:		Select one major outcome			
Start date							•
		Project Details:					0
End date							
	oject 5	Project Title:		Select one major outcome			
End date		Project Details:					0
0 Pr	oiect 6	Project Title:		Select one major outcome			<u> </u>
4		riojeot nite.					
Start date		Project Details:					0
End date		Project Details.					
	- 1 4 -						<u> </u>
Pn	oject 7	Project Title:		Select one major outcome			
Start date							0
		Project Details:					
End date							
Pr	oject 8	Project Title:		Select one major outcome			
Start date							_
		Project Details:					0
End date							
Pr	oject 9	Project Title:		Select one major outcome			
Start date							
		Project Details:					0
End date							
Dr	oject 10	Project Title:		Select one major outcome			<u> </u>
		1.10,000 1100.					
Start date		Designet Datalla					0
End data		Project Details:					
End date							

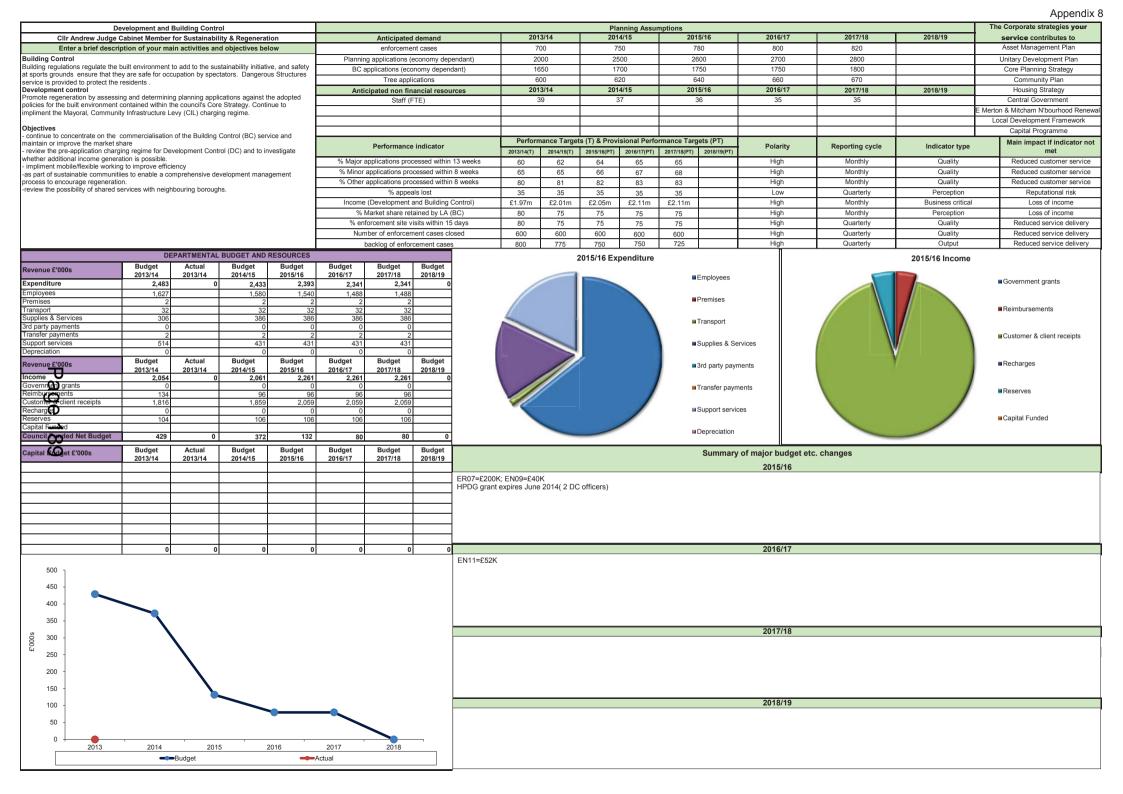
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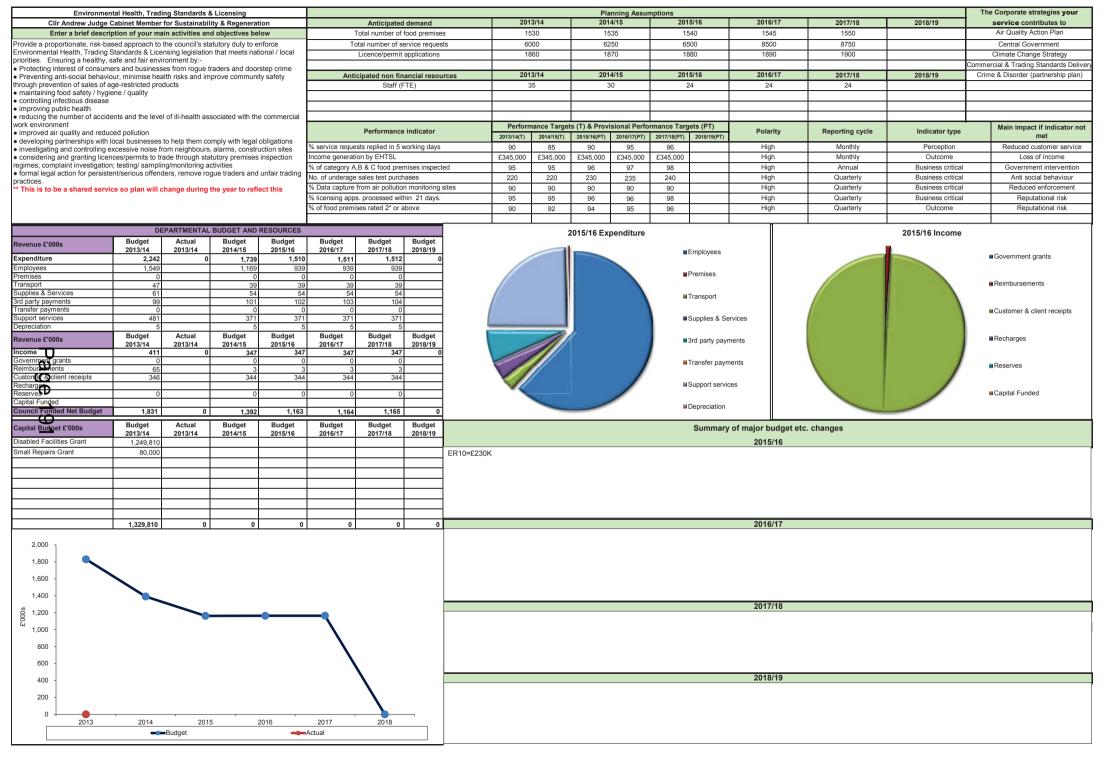
# Environment & Regeneration

											Appendix
Commercial Services (Waste Operations)					anning Assur						The Corporate strategies your
Cllr Judy Saunders Cabinet Member for Performance & Implementation	Anticipated demand		13/14	1	4/15		5/16	2016/17	2017/18	2018/19	service contributes to
Enter a brief description of your main activities and objectives below	Residual contracts		983		183		333	1403			Waste Management Plan
Commercial Waste & Recycling, Collection & Disposal directly from local businesses.	Dry recycling contracts		643		93		354	1724			Climate Change Strategy
Under government legislation the council has a duty to arrange for the collection of commercia	Pest control work no of paid jobs	1	213	1:	273	13	338	1408			Medium Term Financial Strategy
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".	Anticipated non financial resources		13/14		4/15		5/16	2016/17	2017/18	2018/19	
	Staff (FTE)		14		13		13	13			
Pest Control Service: Legislation requires that local authorities undertake enforcement for	Transport		7		6		6	6			
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.		Perfor	mance Targe	ts (T) & Prov	isional Perfo	ormance Targ	iets (PT)				Main impact if indicator not
	Performance indicator	2013/14(T)	-	2015/16(PT)	2016/17(PT)	-	2018/19(PT)	Polarity	Reporting cycle	Indicator type	main impact if indicator not met
Objectives - to make both services more efficient, cost effective and competitive in the commercial market	Total Income from commercial waste	£1.45m	£1.5m	£1.6m	£1.65m	£1.65m	2010/10(11)	High	Monthly	Business critical	Loss of income
- be more reactive to seasonal demands	Pest Control income	£155,000		£165,000	£170,000	£170,000		High	Monthly	Business critical	Loss of income
- become competitive in both commercial waste and pest control, looking at the marketing of	Market Share Commercial waste %	New	30	32	34	36		Low	Quarterly	Outcome	Loss of income
the services and pricing structure.	Customer satisfaction survey %	New	85	87	89	91		High	Annual	Outcome	Reputational risk
том			00	01				5			
			1	1	1	1				1	1
			1	1	1	1				İ	1
			1	1	1	1				İ	1
DEPARTMENTAL BUDGET AND RESOURCES		•		2015/46 5-	nonditure	•	•		•	201E/10 Incom	•
Pudget Astuck Pudget Pudget	Budget Budget Budget		1	2015/16 Ex	penature					2015/16 Income	
Revenue £'000s 2013/14 2013/14 2014/15 2015/16	2016/17 2017/18 2018/19					-	Employees				
Expenditure 777 0 723 723	723 723 0						Linpioyees				Government grants
Employees 400 357 357						_	Premises				
Premises 6 6 6	6 6						FIEIIISES				Reimbursements
Transport         205         126         126           Supplies & Services         62         62         62											
3rd party payments 0 0 0	0 0					•	Transport				
Transfer payments 0 0 0	0 0										Customer & client receipts
Support services         103         172         172	172 172					•	Supplies & S	ervices			
Depreciation 1 0 0	0 0 Budget Budget Budget										
Revenue £ 000s	2016/17 2017/18 2018/19						3rd party pay	ments			Recharges
2013/14 2013/14 2014/15 2015/16 Income 2,022 0 2,245 2,245											
Governmen grants 0 0 0	0 0						Transfer payr	nents			Reserves
Reimburgements         0         7         7           Customer client receipts         2,022         2,238         2,238	7 7										Reserves
Customer receipts 2,022 2,238 2,238 2,238 Recharge	2,238 2,238						Support servi	ces			
Reserves						-	ouppoir servi	003			Capital Funded
Capital Funded							Depressistion				·
Council and the Budget -1245 0 -1522 -1522	-1522 -1522 0			_			Depreciation				
Capital Busget £'000s Budget Actual Budget Budget	Budget Budget Budget						Summan	of major budget et	c changes		
2013/14 2013/14 2014/15 2015/16	2016/17 2017/18 2018/19						Summary		c. changes		
								2015/16			
								004047			
								2016/17			
0 2013 2014 2015 2016	2017 2118										
	2017 2018										
-200 -											
-400 -											
	Budget     Budget     Budget     2016/17     Budget     2018/19       2014/15     2016/17     2016/17     2018/19     2016/17       1     1     1     1     1       1     1     1     1     1       2     1     1     1     1       2     1     1     1     1       2     1     1     1     1       2     1     1     1     1       2     1     1     1     1       2     1     1     1     1       2     1     1     1     1       2     1     1     1     1       2     1     1     1     1       2     1     1     1     1       2     1     1     1     1       2     1     1     1     1       2     1     1     1     1       2     1     1     1     1       2     2     1     2     1       2     2     2     2     1										
න - <del>6</del> 00 -								2017/18			
so -600 - 00 - 24											
<sup>64</sup> -800 -											
-1,000 -											
-1,200 -											
								2018/19			
-1,400 -											
-1,400 -											
-1,400 - -1,600 -	_										
-1,600	Actual										

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIM Commercial Services (Waste Ope				Арр
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME		Risk	
Pro	ject 1	Project Title:	Market Testing of Pest Control Service	To meet budget savings	Likelihood	Impact	Score
Start date	2014-15	- Project Details:	Undertake a review of the market in relation to Pest Control.		2	2	4
End date	2014-15						
Pro	oject 2	Project Title:	Sales and Marketing Plan	Income generation			
Start date	2014-15	Project Details:	Produce a Sales and Marketing plan for Commercial Waste Service area		3	2	6
End date	2014-15						
Pro	oject 3	Project Title:		More efficient way of working			
Start date		Project Details:			0	0	0
End date							
Pro	oject 4	Project Title:					
Start date		Project Details:			0	0	0
End date							
	oject 5	Project Title:					
		<ul> <li>Project Details:</li> </ul>					0
End date		-					
CO Pro CO Start date	oject 6	Project Title:		Select one major outcome			
		Project Details:					0
End date							
1	oject 7	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							
Pro	oject 8	Project Title:		Select one major outcome			
Start date							0
End date		<ul> <li>Project Details:</li> </ul>					
Pro	oject 9	Project Title:		Select one major outcome			
Start date		- Project Details:					0
End date		i Tojeet Details.					
Pro	ject 10	Project Title:		Select one major outcome			
Start date		<ul> <li>Project Details:</li> </ul>					0
End date							



			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Development and Buil				App
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME		Risk	
Pro	oject 1	Project Title:	Commercialisation of Building Control		Likelihood	Impact	Score
Start date	2013-14				3	2	6
End date	2014-15	<ul> <li>Project Details:</li> </ul>	This is to ensure Building Control is more commercially aware in a more competitive market.				
Pro	oject 2	Project Title:	Mobile/Home working	More efficient way of working			
Start date	2014-15	- Project Details:	This is introducing mobile and home working to the teams.		2	2	4
End date	2014-15						
Pro	oject 3	Project Title:	Improving the development management processes	Delivering regeneration in the Borough			
Start date	2014-3	<ul> <li>Project Details:</li> </ul>	As part of sustainable communities to provide an end to end development management process to deliver regeneration objectives.		2	2	4
End date	2014-5						
Pro	oject 4	Project Title:	developing eforms and M3 capability and e-payments	utilising IT to our advantage			
Start date	2014-5	Project Details:	Enforcement eforms , BC eforms and DC e-payments		4	1	4
End date	2015-6						
	oject 5	Project Title:		Select one major outcome			
Standate		- Project Details:					0
O Pro	oject 6	Project Title:		Select one major outcome			
O Start date							•
End date		<ul> <li>Project Details:</li> </ul>					0
Pro	oject 7	Project Title:		Select one major outcome			
Start date							0
End date		<ul> <li>Project Details:</li> </ul>					
Pro	oject 8	Project Title:		Select one major outcome			
Start date		- Project Details:					0
End date							
Pro	oject 9	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							
Pro	ject 10	Project Title:		Select one major outcome			
Start date		- Project Details:					0
End date							

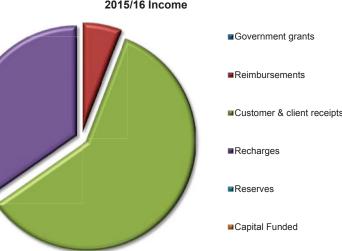


			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)				Appe
			Environmental Health, Trading S				
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood	Risk Impact	Score
Pro	ject 1	Project Title:	Development of shared 'regulatory' service				
Start date	2012-13	Project Details:	Provision of Environmental Health, Trading Standards and Licensing services with the London Boroughs of Croydon and Richmond with Merton acting as the lead/host borough.	To meet budget savings	2	3	6
End date	2014-15	Decise of Titles					
Pro	Project 2 Project Title: Implementation of 'Flexible Working' across section		Implementation of 'Flexible working' across section				
Start date	2014-15	Project Details:	Following Phase 1 of Shared Service implementation look at opportunities to 'mobilise' operational staff, enhance current 'working from home' arrangements to provide for a a more efficient and resilient service.	More efficient way of working	2	1	2
End date	2015-16						
Pro	ject 3	Project Title:	Roll-out of London-wide 'Feeding Stuffs' Protocol				
Start date	2014-15	Project Details:	Respond to the Food Standards Agency's national audit and action plan to improve the supervision and regulation of the animal feed controls across the UK.	To meet legislative requirements	2	2	4
End date	2015-16						
Pro	Project 4 Project Title: Work with Public Health England to deliver 'Healthy Catering Commitment'		Work with Public Health England to deliver 'Healthy Catering Commitment'				
Start date	2014-15	Project Details:	Build on existing practise by developing a system by which officers through their premises inspection work can better engage business in the development of improved health outcomes	Improved resident well being	2	2	4
End date	2015-16						
D Pro	ject 5	Project Title:	Launch 'Healthier Workplace Commitment' with Public Health England				
State	2014-15	Project Details:	A programme to assist local employers/businesses from the public, private or voluntary sector build	Improved resident well being	2	2	4
End date	2015-16		good practice in health and work within their organisation.				
	ject 6	Project Title:	Investigation of contaminated land at Marlowe Square				
Start date	2013-14	Project Details:	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	Improved resident well being	5	2	10
End date	2015-16						
Pro	ject 7	Project Title:					
Start date		Project Details:					0
End date							
Pro	ject 8	Project Title:					
Start date		Project Details:					0
End date							
Pro	ject 9	Project Title:					
Start date		Project Details:					0
End date							
Proj	ject 10	Project Title:					
Start date		Project Details:					0
End date							

																Appendix 8
	Future M	erton									nning Assu					The Corporate strategies your
Cllr Andrew Judge						Anticipate	d demand		013/14	1	1/15	2015/16	2016/17	2017/18	2018/19	service contributes to
Enter a brief descri	iption of your main	n activities an	d objectives be	low		Popu	lation	2	06,038	208	822	211,569	214,229	216,806		Asset Management Plan
fM's TOM is to be like a developm		eliver ing LBM's	regeneration pl	ans, prioritising		Actual busines	ses in borough		7,500	77	00	7900	8,100	8,100		Road Safety Plan
areas for growth and investment																Local Implementation Plan
<ul> <li>Develop new Local Plan policie</li> <li>Develop site assembly required</li> </ul>	ies to support regen	eration and gro	wth objectives													Local Transport Plan
<ul> <li>Develop site assembly requirem development objectives</li> </ul>	ments to support reg	generation, gro	owin and econor	lic	Ant		nancial resources	2	013/14	201		2015/16	2016/17	2017/18	2018/19	Community Plan
Develop sustainable development	ent policies to supp	ort Merton's co	mmitment to car	bon reduction		Staff	(FTE)		28	2	7	27	27	27		Climate Change Strategy
<ul> <li>Develop urban design / plannin design quality in the borough</li> </ul>	ng frameworks to su	upport regenera	ation and growth	and increase												Core Planning Strategy
<ul> <li>Deliver projects as set out in out</li> </ul>	ur Economic Develo	pment and Clir	mate Change Str	ategies and the												Economic Development Strategy Local Development Framework
<ul> <li>Regeneration Delivery Plan (future)</li> <li>Attract developer and inward in</li> </ul>	ire Growth Strategy)	ctor funding ar	nd support to del	ver our				Dorfe	manas Tara	to (T) 8 Brow	nional Barfa	ormance Targets (PT)			<u> </u>	
regeneration and growth objective	/es.	-				Performanc	e indicator	2013/14(T	-	2015/16(PT)	2016/17(PT)		Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
<ul> <li>To develop transport policies a deliver improvements to Merton's</li> </ul>	and secure external s public realm	funding from T	ransport for Lon	don (TfL) to	Nev	v homes target	(number per year)	320	320	411	411	411	High	Annual	Outcome	Loss of Government grant
<ul> <li>Deliver regeneration projects in</li> </ul>		iers Wood and	coordinating fun	ding from LBM		0	ates (% of units vacan		10	10	9	8	Low	Quarterly	Outcome	Reputational risk
<ul> <li>and the Mayor of London'</li> <li>Adopt Planning Briefs to aid m</li> </ul>	arketing and dispos	al of Broadwa	v car park Wim	oledon (P4)			share from 35.40% bas	/	0.2	0.2	0.2	0.2	High	Annual	Perception	Reputational risk
Morden Station Planning Brief (1)	MO).				Er	nissions reducti	on from buildings	6.5	9.0	11.5	12.0	12.5	High	Annual	Outcome	Environmental issues
Lead on Major Planning development		bledon / YMCA	/ Colliers Wood	Tower, St			accidents (Number of incider		44	39	37	34	Low	Annual	Perception	Reputational risk
<ul> <li>Georges Quarter, Morden town c</li> <li>LBM lead on planning and des</li> </ul>		rging estate re	generation propo	sals in	% Modal in	crease in cyclir	ng from 2% 2012 base		2	3	5	8	Low	Annual	Output	Political risk
partnership with Circle (High Pat	th, Eastfields, Raver	nsbury) and Mo	oat (Pollards Hill	)			ted through EDS E&S		300	450	600	TBC	High	Annual	Outcome	Social exclusion
<ul> <li>LBM lead on non-operationa</li> <li>LBM lead on Crossrail 2, Tra</li> </ul>					% of new j	obs created; nu	mber that are apprent		60	80	100	TBC	High	Annual	Outcome	Social exclusion
Low leau off Crossfall 2, 178	am, ib growin oppo	on cumines and (			Number of ne	w businesses c	reated as part of EDS	MBSS 50	100	200	300	TBC	High	Annual	Outcome	Reduced Business Rates
	DEF	PARTMENTAL	BUDGET AND	RESOURCES						2015/16 Ex	enditure				2015/16 Income	
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget								2010/10/1100/110	
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19					Employees				
Expenditure	3,198	0	2,987	2,987	2,573	2,573		/								Government grants
Employees Premises	1,112		1,046 270	1,046 270		632 270						Premises				
Transport	209		270	9	270	2/0	9									Reimbursements
Supplies & Services	601		808	808		808						Transport				
3rd party payments	751		445	445		445	5									
Transfer payments Support services	363		287	0 287		28	7					Supplies & Se	arvices			Customer & client receipts
Depreciation	73		122	122		122							111003		2	
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget					■3rd party pay	monto			Recharges
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19					Siu party pay	nents			
Governne Grants	1,382	0	1,289	1,329	1,379	1,379										
	118		114	114	114	114	4					Transfer payr	nents			Reserves
Reimbursements Customer & client receipts	306		306	346	396	396	6									
Recharges Reserves	0 958		0 869	0	ů.	(	0					Support servi	ces			Capital Funded
Capital Funded	906		009	869	869	869	9									Capital Tunded
Council Funded Net Budget	1,816	0	1,698	1,658	1,194	1,194	0					Depreciation				
	Budget	Actual	Budget	Budget	Budget	Budget	Budget									
Capital Capita	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19					Summar	of major budget e	tc changes		
Regeneration Partnerships	829,660	6,790,860	3,878,000	1,037,000									2015/16			
Plans and Projects	74,090	70,000						=£40K								Ē
							Capi	alisation ongoing	or Mitcham, 0	Colliers Wood	Cycling an	id asset disposals.				
							<u> </u>									
	<b>↓</b> ↓						<b></b>									
		0.000-00-	0.000.000	4 000 000	-	-							0040/47			
	903,750	6,860,860	3,878,000	1,037,000	0	0	-						2016/17			
0.000								8=£414,000 saving 2=£50K	or income to	be achieved						
2,000								reserves project t	wind down							
1,800 -							200									
1,600 -																
1,400 -																
1,400													2017/18			
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8 1,200 - 4 1,000					<b>\</b>											
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800 -					<b>\</b>											
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600 -					```											
400 -						\							2018/19			
400						<b>\</b>										
200 -						<b>\</b>										
0 2013	2014	201	5	2016	2017	2018										
2010		Budget	-		Actual	2010	—									
					notudi											

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)				
			Future Merte			Risk	
		<b>1</b>	PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood		Score
Pro Start date	oject 1 2012-13	Project Title:	Morden station planning brief, Morden public realm and Master Plan Work in Partnership with TfL to bring forward the redevelopment of Morden Station for a mixed use,				
End date	2017-18	Project Details:	retail led scheme to reinvigorate Morden Town Centre. This will feed into the wider masterplan and public realm improvements for the town centre	Investment into the borough and make it a more attractive place to live and work	3	2	6
Pro	oject 2	Project Title:	Rediscover Mitcham				
Start date	2012-13	Project Details:	Revitalising Mitcham Fair Green and surrounding streets by investing c£6m in the public realm, local businesses, and transport proposals, working closely with local residents, the business community and Transport for London. Rediscover Canons HLF Bids (Parks for People and Townscape Heritage	Improved resident well being	2	2	4
End date	2016-17		c£2.5m)				
Pro	oject 3	Project Title:	Colliers Wood / South Wimbledon Planning Framework				
Start date	2014-15	Project Details:	Work with stakeholders to facilitate the regeneration of Colliers Wood / South Wimbledon Development Framework (through the preparation of a masterplan, development control and delivery of new, more sustainable homes) Stage 1; delivery c£2.5m investment in 'Connecting Colliers Wood' public realm	Quality place making to support a growing population whilst identifying regeneration opprtunities and inward investment.	4	2	8
End date	2019-20		project				
Pro	oject 4	Project Title:	Wimbledon Stadium				
Start date	2011-12	Project Details:	Delivery of a new stadium and associated developments, working with stakeholders on a masterplan	Improved efficiency of investment into the borough and make it a more attractive place to live and work	3	2	6
End date	2016-17		for the site following the outcome of the Sites and Policies Plan				
	oject 5	Project Title:	Invest to save: energy efficiency and generation in Merton				
Simate	2014-15	Project Details:	Managing internal and external energy efficiency and renewable energy investment in the council's buildings, schools and in the wider community to reduce carbon while saving money, towards the constitution of converting invest the saving money.	Income generation	2	2	4
	2018-19		creation of a revolving invest-to-save investment fund				
Pro	oject 6	Project Title:	futureWimbledon: Crossrail 2, tramlink and visioning competition				
Start date	2014-15	Project Details:	Identifying the growth potential of Wimbledon as the premier business hub in South London. Explore investment and development opprtunities linked to Crossrail 2 and improving the quality of architecure,	Promoting Merton and achieving greater inward investment in terms of Jobs and infrastructure.	2	2	4
End date	2022-23		design and placemaking.				
Pro	oject 7	Project Title:	Raynes Park Local centre				
Start date	2010-11	Project Details:	Working with the local business and residents community to continue the Raynes Park Enhancement	Improved reputation	2	2	4
End date	2018-19		Plan, including improvements to the public realm on the south side of the station				
Pro	oject 8	Project Title:	EDS Merton Business Support Service				
Start date	2012-13	Project Details:	The authority to assist businesses through the current financial difficulties where possible	Improved economic resilience, supporting jobs and business growth	2	1	2
End date	2015-16	. reject Detaild.					
Pro	oject 9	Project Title:	Smarter travel: road safety				
Start date	2013-14	Project Details:	Running various programmes to improve road safety and encourage smarter and healthier travel choices, including adult and children cycle training, walk to school, motorcycle and learner driver	Improved resident well being	2	2	4
End date	2015-16		training. Reduces road related injuries and helps Merton deliver its share of the Mayor's Transport Strategy.				
Pro	oject 10	Project Title:	Estate Regeneration				
Start date	2014-15	Project Details:	Working with Circle Merton Priory to deliver investment in new homes and the regeneration of High Path, Eastfields and Ravensbury estates. Also working with Moat housing to coordinate investment in	Improved resident well being	2	1	2
End date	2024-26	,	regenerating Pollards Hill.				

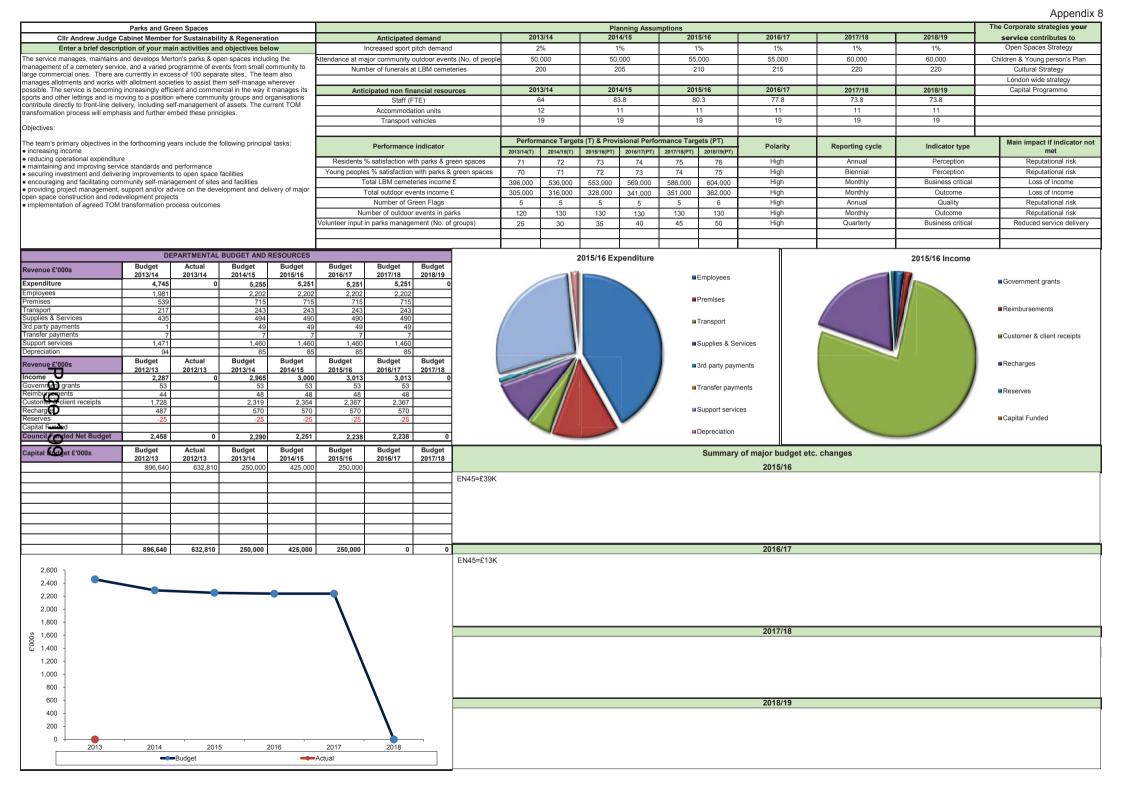
Leisure & Cultural Development				lanning Assur	notions					The Corporate strategies your
Clir Nick Draper Cabinet Member for Community & Culture	Anticipated demand	2013/14	201		201	5/16	2016/17	2017/18	2018/19	service contributes to
Enter a brief description of your main activities and objectives below	Population	206,038	208			.569	214,229	216,806	2010/10	Asset Management Plan
Delivery of the objectives of the TOM (Target Operating Model).	No. of Children & Young People aged 8-17 in west of borough	7,550	7,7		7,9	,	8,050	8,200		Children & Young person's Plan
Engage local people in healthy living and lifestyle changes through increased involvement and	Population of most disadvantaged wards	125,400	126		,	6,850	127,540	128,100		Cultural Strategy
participation in sports, arts, cultural and physical activities and events, by working with partners to increase the number, scope and quality of facilities, programmes, activities and events on offer in					.10	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	121,010	120,100		Community Plan
the borough - thus creating a universal culture and sport offer.	Anticipated non financial resources	2013/14	201	4/15	201	5/16	2016/17	2017/18	2018/19	Open Spaces Strategy
Implement Merton's new Culture & Sport Framework and promote this methodology as best practice across Merton and the Culture and Sport sector more widely.	Staff (FTE)	16.6	16	.4	14	4.1	14.1	14.1		Social Inclusion Strategy
Build a replacement Morden Park Pool and plan for a replacement Wimbledon Park Watersports	Accommodation	7		,	-	7	7	7		Voluntary Sector Strategy
Centre, encompassed in a masterplan for the Wimbledon Park site. Complete the	Volunteers	20	2	0	2	20	20	20		
development of the BMX track and transfer to St.Marks Academy. Deliver Merton's contribution to major sports, arts & cultural events.	Staff seasonal	30	3	0	3	30	30	30		
Manage Leisure Centres & Wimbledon Theatre contracts, one public hall, a water sports centre	Derformenes indicator	Performance Ta	rgets (T) & Pro	visional Perfo	rmance Target	ts (PT)	Delerity	Departing evola	Indicator trac	Main impact if indicator not
and all of the booking functions (pitch hire; cemeteries; allotments; activity programmes; pavilions;	Performance indicator	2013/14(T) 2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19 (PT)	Polarity	Reporting cycle	Indicator type	met
hall; etc). We will also contribute towards services across the Local Strategic Partnership	Income £ from Merton Active Plus	40,000 50,000	55,000	60,000	60,000		High	Monthly	Business critical	Loss of income
Over the next four years we will transform our services by:	Income £ from Watersports Centre	375,660 367,000	377,000	387,000	387,000		High	Monthly	Business critical	Loss of income
<ul> <li>using improved technology especially in the area of online bookings, self -service, communications and sales &amp; marketing</li> </ul>	Income £ from Morden Assembly Hall	20,230 39,710	42,030	44,000	45,000		High	Monthly	Business critical	Loss of income
<ul> <li>developing the watersports centre into a marine college &amp; outdoor adventure centre</li> </ul>	14-25 yr old Fitness Centre Participation at leisure centres	.,	103,000	106,000	106,000		High	Monthly	Output	Reduced customer service
<ul> <li>drive our services through commercial and community strands</li> </ul>	External Capital & Revenue funding	100,000 320,000	100,000	100,000	100,000		High	Quarterly	Output	Reduced customer service
<ul> <li>vary the leisure centre contract to take account of the new Morden Leisure Centre</li> </ul>	% residents rating facilities Good to Excellent	48.5 51.5	52.0	52.5	53		High	Annual	Outcome	Reduced customer service
• deliver grants, commissions and raising funds in partnership and in accordance with the Culture										
<ul> <li>&amp; Sport Framework</li> <li>reducing costs, increase income and be more cost effective.</li> </ul>										
							<u> </u>			I
DEPARTMENTAL BUDGET AND RESOURCES	Rudgot Rudgot Budgot		2015/16 E	xpenditure					2015/16 Income	H
Revenue £'000s         Budget         Actual         Budget         Budget           2013/14         2013/14         2014/15         2015/16	Budget Budget Budget 2016/17 2017/18 2018/19					- Employee				
Expenditure 2,025 0 2,088 1,975						Employees				Government grants
Employees 690 685 687	690 692					·				H
Premises 27 22 22						Premises				- Reimburgemente
Transport         13         8         8           Supplies & Services         343         288         170	<u> </u>									Reimbursements
Oppries & cervices         345         266         176           3rd party payments         244         286         289						Transport				-
Transfer Payments 10 5 5	5 5									Customer & client receipts
Support services         268         361         361           Depreciation         430         433         433					•	Supplies & Ser	vices			-
Pudnot Actual Dudnot Dudnot	433 433 Budget Budget									
Revenue £'000s 2013/14 2013/14 2014/15 2015/16	2016/17 2017/18 2018/19					3rd party paym	ents			Recharges
Incom 977 0 942 971	1,000 1,000 0									
Government grants         7         0         0           Reimbergssements         43         51         56	0 0 61 61					Transfer Paym	ents			Reserves
Reimbressements         43         51         56           Customer & client receipts         500         554         578										
Recharges 427 337 337						Support service	es			F
Reset	0 0									Capital Funded
Capit         Unded           Council Funded Net Budget         1,048         0         1,146         1,004	981 987 0					Depreciation				-
Capital Budget £'000s Budget Actual Budget Budget 2013/14 2013/14 2014/15 2015/16	Budget         Budget         Budget           2016/17         2017/18         2018/19					Summary of	major budget etc c	hanges		
Morden Leisure Centre         0         0         500,000         10,000,000	500,000						2015/16			
Other 418,000 525,000 300,000 300,000	300,000 EN35 =£14	K; EN36=£10K; EN37=£5	<; EV09=£120	K						
		, ,	,							
							001011-			
418,000 525,000 800,000 10,300,000							2016/17			
1.400	EN35=£14	K; EN36=£10K; EN37=£5k	< Comparison of the second sec							
1,400										
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8 8 800 - 4										
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200 -										
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2013 2014 2015 2016	2017 2018									
-Budget -	Actual									



			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - M Leisure & Cultural Deve				Appendix
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood	Risk Impact	Score
Pro	oject 1	Project Title:	Increasing participation in culture, sport and physical activity	Improved resident well being	LINCINOUU	Impact	
Start date	2014	Project Details:	Develop with partners joint community programmes in the east of the borough in accordance with the Culture & Sport Framework		2	2	4
End date	2016-17						
Pro	oject 2	Project Title:	Increasing participation & engagement in the arts, cultural and well-being activities	Improved resident well being	-		
Start date	2014	Project Details:	Develop and deliver in partnership with others projects and programmes which celebrate and commemorate local, national and international events.		2	2	4
End date	2016-17						
Pro	oject 3	Project Title:	Leisure Centres Contract	To meet budget savings			
Start date	2015	Project Details:	Vary the Leisure Centre Contract to take account of the new Morden Leisure Centre		2	2	4
End date	2016-17						
Pro	oject 4	Project Title:	Morden Park Pool & Wimbledon Park Masterplan including Replacement Watersports Centre	Improved resident well being	-		
Start date	2014	Project Details:	Deliver a replacement Morden Park Pools and create a business case to produce a master plan for Wimbledon Park which includes the replacement of the existing Wimbledon Park Watersports Centre.		4	2	8
End date	2017-18		windedon't and which included the replacement of the existing windedon't and wateroporte centre.				
Dag	oject 5	Project Title:	Implementation of Online Leisure & Cultural Bookings	More efficient way of working	-		
S 🕢 t date	2012	• Project Details:	Develop & implement online booking & payment system for pitch, halls, pavilions, courses, events and activities. Working with IT and other service beneficiaries for a whole council approach. Work with		2	2	4
B date	2015-16		Customer Contact Programme to ensure service needs are appropriately embedded within that initiative.				
Pro	oject 6	Project Title:	Commercialisation of Culture & Sport Activities, Projects and Programmes	To meet budget savings	-		
Start date	2012	Project Details:	Rebrand the Merton Active Plus programme and generate increased income over a three year period to cover the salary of the officer that delivers it. Develop the Marine College and Outdoor Education Centre at the Watersports Centre. Also move the work of the development team to cover two distinct		2	2	4
End date	2016-17		strands of commercial and community activities.				
Pro	oject 7	Project Title:	St Mark's Academy School - Community Use	Improved resident well being	-		
Start date	2012	Project Details:	Work with St Mark's Academy School to increase their sports facilities; develop a community leisure facility increasing community use and transferring the management of the BMX track to the school.		2	1	2
End date	2016-17						
Pro	oject 8	Project Title:	Cultural Framework Implementation	More efficient way of working	-		
Start date	2012	Project Details:	Promote Culture & Sport Framework widely as well as implementing delivery locally within that		2	1	2
End date	2015-6		framework.				
Pro	oject 9	Project Title:	Develop the boroughs involvement in major sporting, arts & cultural events	Improved reputation			
Start date	2012	Project Details:	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		2	2	4
End date	2016-17		required				
Pro	ject 10	Project Title:	External Funding & Inward Investment Opportunities	Income generation			
Start date	2012	Project Details:	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		2	1	2
End date	2016-17		Wimbledon Park, etc.				

	Dayking						~	opping A	antions					App The Corporate strategies your
Clir Judy Sausday	Parking s Cabinet Member for Performance & Implementation		Anticipate	d demand	20	)13/14		anning Assur 14/15		5/16	2016/17	2017/18	2018/19	service contributes to
	cription of your main activities and objectives below			ent permits issued		3,638		1,481		known	Not known	Not known	2010/10	Road Safety Plan
	ce the parking regulations to ensure the through flow of traffic of		Number of visito			52,520		0,600		known	Not known	Not known	<u>├</u> ──── <b>┟</b>	Medium Term Financial Strategy
e maintained and ensuring res	sidents and blue badge holders have the ability to park in bays	iey		o pormio iooucu	20	-,020	20	0,000	NUL		NOUNIOWI	NOTINIOWI		Local Transport Plan
	plus income generated by traffic management must be used for													
ransport related areas.		Δ	nticipated non fi	nancial resources	20	)13/14	20	14/15	201	5/16	2016/17	2017/18	2018/19	
Dbjectives		^		(FTE)		71		72		72	72	72		
<ul> <li>continue to improve the efficience comprehensive review of parkir</li> </ul>	ency of the section in conjunction with the findings of the						1				Not known dependant	Not known dependant		
<ul> <li>enforce parking regulations in</li> </ul>	Icluding Controlled Parking Zones and bus lanes		Tran	sport		15		15	1	15	upon the above	upon the above		
	s where moving traffic can be enforced due to a lack of compli	nce												
and congestion problems it is the intention to introduce Al	NPR CCTV enforcement in 2015 2016 at existing locations this	will												
improve compliance by the mot	orist and ultimately congestion.				Perfo	rmance Targe	ets (T) & Pro	visional Perfo	rmance Targ	ets (PT)				Main impact if indicator no
	rs of operation, the number of parking spaces and the charging		Performan	ce indicator	2013/14(T)	2014/15(T)	2015/16(PT) 2016/17(PT)		2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	Indicator type	met
structure Due to an increase in population	n and changes in planning legislation allowing business premis	s to % of parking p	ermits issued with	nin 5-7 days	90%	90%	90%	90%	90%		High	Monthly	Outcome	Loss of income
be change to residential use the	ere could be an increase in demand for parking spaces in exist	g Sickness- No o	of days per FTE (	12 month rolling average)	12	11	10	9	8		Low	Quarterly	Quality	Loss of income
	th no controlled parking to introduce CPZ's.		cases won at PA	TAS compared to previou	48%	50%	52%	54%	54%		High	Monthly	Business critical	Loss of income
which are not regulated. This co	I be implemented this will put pressure on the surrounding roa ould lead to a demand to regulate these roads and introduce	yours data				30%	JZ%	04%	J+70		1 IIG11	wortuny	Dubiness chuidd	Loss of income
CPZ's.	· · · · · · · · · · · · · · · · · · ·		cases lost at PA	TAS compared to the pre-	ious 24%	23%	22%	21%	21%		Low	Monthly	Business critical	Loss of income
		years data	00000 Whater -	nail daga nottt D						-		. ,		
				ncil does not contest at P/ to the previous years data		27%	26%	25%	25%		Low	Monthly	Business critical	Loss of income
		000 10 110 10 00			2070	21 70	2070	2070	20/0		2.511		2 doine do entreal	2000 01 1100116
		Backlog of PC	N correspondenc	e, not to exceed 500 letter	s) New	500	500	500	TBC		Low	Monthly	Business critical	Increased waiting times
							1							
						1	1	1	İ				İ	
							<u> </u>							
	DEPARTMENTAL BUDGET AND RESOURC	S					2015/16 5	penditure					2015/16 Income	
Revenue £'000s	Budget Actual Budget Budge	Budget	Budget	Budget		4	LU 10/10 EX	Penalture					2010/10 1100110	
	2013/14 2013/14 2014/15 2015/1	2016/17	2017/18	2018/19						Employees				
Expenditure		677 4,67												Government grants
Employees Premises	2,382 2,476 2 674 689	476 2,47 689 68	6 2,476 9 689							Premises				
Transport	150 155	155 15	5 155											Reimbursements
Supplies & Services	218 229	229 22 225 22	9 229	)						Transport				
Brd party payments	180 225	i l												
Transfer payments Support services	0 0 0	0 832 83	0 0 2 832							Supplies & Se	rvices			Customer & client receipts
Support services Deptediation	51 71	71 7										1.1		
Roonue £'000s	Budget Actual Budget Budge	Budget	Budget	Budget			h = 1			3rd norty por	ments			Recharges
	2013/14 2013/14 2014/15 2015/1	2016/17	2017/18	2018/19			1			3rd party payr	iiciii.ð			
	11,457 0 12,182 1	505 13,01	3 13,295							T	t.			
Gersmment grants Reimbursements		0	0 0							Transfer paym	ients			Reserves
Customer & client receipts	11,457 12,182 12	505 13,01	3 13,295	5						0				
Recharges				<u> </u>						Support servic	ces			Capital Fundad
Receives Capital Funded			+	┼───┤										Capital Funded
Capital Funded Council Funded Net Budget	-7,055 0 -7,505 -7	328 -8,33	6 -8,618	0						Depreciation				
	Budget Actual Budget Budge	Budget	Budget	Budget						•				
Capital Budget £'000s	2013/14 2013/14 2014/15 2015/1		2017/18	2018/19						Summary	of major budget etc.	changes		
	100,000										2015/16			
					7K; EV02=£4K									
								n officers to	nandle incre	ase in back	office volumes with intro	oduction of ANPR camer	ra enforcement £340K	
			1											
	100,000 0 0	0	0 0								2016/17			
			-	EN02=£	26K; EV12=£12	25K								
0 2013	2014 2015 2016	2017	2118	—										
-1,000 -	2017 2013 2010	2011	1											
-2,000														
2.000														
-3,000 -											2017/18			
දි -4,000 -			1		051/						2017/18			
8 -4,000 -			/	EV12=£	25K									
-5,000 -			7											
-6,000 -		/												
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-7,000 -		/												
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-8,000 -											2010/19			
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-10,000														
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-10,000 -	Budget	Actual		I										

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)	- MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD			Appe
			Parking				
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood	Risk Impact	Score
Pro	oject 1	Project Title:	Upgrade enforcement CCTV systems			mpaor	
Start date	2014-15	Project Details:	Replace the existing cameras and back office system to enable unmanned (automated) enforcement of bus lane and moving traffic contraventions with ANPR (Automatic Number Plate Recognition)	More efficient way of working	2	2	4
End date	2015-16		capability.				
Pro	oject 2	Project Title:	Cashless parking				
Start date	2013-14	Project Details:	Implement a cashless/mobile phone payment service for on and off-street parking charges, permits and suspensions.	Improved customer satisfaction	1	1	1
End date	2014-15						
Pro	oject 3	Project Title:					1
Start date							
End date		Project Details:					
Pro	oject 4	Project Title:					
Start date		Project Details:					
End date							
	oject 5	Project Title:					
State C End date		Project Details:					
O Pro	oject 6	Project Title:					
End date		Project Details:					
Pro	oject 7	Project Title:					
Start date		Project Details:					
End date		,					1
Pro	oject 8	Project Title:					
Start date		Project Details:					
End date		i lojoot Dotano.					1
Pro	oject 9	Project Title:					
Start date		Project Details:					
End date		.,					1
Proj	ject 10	Project Title:					
Start date		Project Details:					
End date							1



			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT				Appendix
			Parks and Green	Spaces		<b>B</b> : 1	
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood	Risk Impact	Score
Pro	oject 1	Project Title:	Management of parks & open spaces		Elicentiood	mpace	OCOIC
Start date	2012-13	Project Details:	Encourage and facilitate the management of parks and/or parks facilities by friends and other	More efficient way of working	2	2	4
End date	2017-18	-	community groups. Increase volunteering in parks				
Pro	oject 2	Project Title:	Management of bowling greens				
Start date	2012-13	Project Details:	Review and transformation of the current bowls provisions in Merton	More efficient way of working	2	2	4
End date	2017-18						
Pro	oject 3	Project Title:	Commercialisation of grounds and sports services				
Start date	2012-13	Project Details:	Increased commercialisation of the grounds, sports and other Greenspaces' services, including	Income generation	2	2	4
End date	2018-19	-	outdoor events				
Pro	oject 4	Project Title:	New cemetery extensions				
Start date	2012-13	Project Details:	Provision of new burial capacity across Merton's cemeteries	Income generation	2	3	6
End date	2015-16						
	oject 5	Project Title:	Development of new sporting hub at Joseph Hood Rec				
G GOPt date ►	2012-13	Project Details:	Production and implementation of a new masterplan for Joseph Hood Recreation Ground	Income generation	3	2	6
O E Conducte	2017-18	-					
Pro	oject 6	Project Title:	New pavilion & facilities at Dundonald Rec				
Start date	2014-15	Project Details:	Delivery of new pavilion and allied facilities at Dundonald Rec (with CSF)	Improved reputation	3	2	6
End date	2016-17						
Pro	oject 7	Project Title:	Management of paddling pools				
Start date	2013-14	Project Details:	Investment in new water play facilities. Closure of some paddling pools	More efficient ways of working	3	2	6
End date	2015-16			wore encient ways of working			

Property				Plar	ining Assum	ptions					The Corporate strategies your
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration	Anticipated demand	20	13/14		4/15		15/16	2016/17	2017/18	2018/19	service contributes to
Enter a brief description of your main activities and objectives below	The number of proposed disposals		2	1	2		4	5	1		Capital Programme
To ensure that all property transactions provide value for money and comply with statutory control. To maintain an accurate record of the property assets of the council and to provide	The number of proposed lettings.		10		9		8	8	8		Economic Development Strategy
control. To maintain an accurate record of the property assets of the council and to provide asset valuations to support the council's accounts. To manage the councils investment portfolio	The number of proposed rent reviews		30	2	5	:	21	21	21		Housing Strategy
to maximise income, managing the councils asset base to ensure that it has the accommodation necessary to support its services at a standard it can afford. To support regeneration, deal with	The number of commercial properties		394		94		94	394	394		Medium Term Financial Strategy
occupation of council land by Gypsies and Travellers and lead the Integrated Project Team to	Anticipated non financial resources		13/14	1	4/15		15/16	2016/17	2017/18	2018/19	
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. TOM will	Staff (FTE)		6		6		6	6	6		
lead to increased efficiency the possibility of acting for other authorities on specialisms and											
most significantly driving economic development and regeneration thriough closer working with Future Merton. This may impact on the timing of sales and capital receipts.											
Objectives		Perfo	mance Targets	s (T) & Provis	ional Perfor	mance Targe	ets (PT)			ļ	Main impact if indicator not
<ul> <li>complete Asset Valuations to timetable agreed with Director of Corporate Services</li> <li>drive programme of property disposals to maximise capital receipts and exceed target</li> </ul>	Performance indicator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)		Polarity	Reporting cycle	Indicator type	main impact in indicator not
<ul> <li>critically examine operational property to ensure the council has the minimum necessary to support the business plan</li> </ul>	Capital receipts	£5m	£4m	£12m	£16m	£1m		High	Quarterly	Business critical	Loss of income
maximise revenue income by letting vacant property	% Vacancy rate of prop. owned by council	5	4.0	3.5	3.5	3.3		Low	Quarterly	Outcome	Loss of income
<ul> <li>provide timely advice to inform regeneration projects</li> <li>ensure team is arranged to support objectives.</li> </ul>	% Debt owed to LBM by tenants Inc. businesses	9.8	9.0	8.5	8.5	8.5		Low	Quarterly	Outcome	Loss of income
	Asset Valuations	150	150	150	150	150		High	Annual	Business critical	Breach statutory duty
				<b>├</b> ───							
									<u> </u>		
DEPARTMENTAL BUDGET AND RESOURCES			1			1	1	·	1		1
Pudget Actual Pudget Pudget	Budget Budget Budget		2	015/16 Exp	enditure					2015/16 Income	
Revenue £'000s         Budget         Actual         Budget         Budget           2013/14         2013/14         2013/14         2014/15         2015/16	Budget Budget Budget 2016/17 2017/18 2018/19					_	Employees				
Expenditure 1,189 0 1,182 1,182							Linkioyees				Government grants
Employees 268 270 270	270 270					_	Premises				
Premises         261         270         270           Transport         0         1         1	270 270										Reimbursements
Supplies & Services 121 155 155	155 155						Transport				
3rd party payments 7 0 0	0 0						Transport				
Transfer payments         0         0         0           Support services         518         444         444							Supplies & Se	rvices			Customer & client receipts
Depreciation 14 42 42	42 42						ouppiloo a oo				
Revenue £'000s Budget Actual Budget Budget	Budget Budget Budget						3rd party payr	ments		Y	Recharges
2013/14 2013/14 2014/15 2015/16 Income 4,566 0 4,530 4,530	2016/17 2017/18 2018/19 4,530 4,530 0										
Gover on ants 0 0 0							Transfer payn	nents			-5
Reimburgements         18         5         5           Customer & client receipts         4,046         4,042         4,042						_					Reserves
Customer         & client receipts         4,046         4,042         4,042           Rechardings         502         483         483							Support service	ces			
Reserves 0 0 0 0					/						Capital Funded
Capita Eu ded							Depreciation				
Council Funded Net Budget -3377 0 -3348 -3348	-3348 -3348 0										
CapitaLDudget £'000s Budget Actual Budget Budget 2013/14 2013/14 2014/15 2015/16	Budget         Budget         Budget           2016/17         2017/18         2018/19						Summary	of major budget etc.	changes		
1,016,670	2010/17 2017/18 2010/19							2015/16			
1,016,670 0 0 0								2016/17			
1,018,870 0 0								2010/17			
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			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)				Appe
			Property				
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood	Risk	Score
Pro	ject 1	Project Title:	Integrated Project Team		LIKelinood	Impact	Score
Start date	2012-13	Project Details:	This is to create a team which covers all aspects of the council which will allow better use of council properties and maximise capital receipts through either selling or rental	Income generation	2	2	4
End date	on going						
Pro	ject 2	Project Title:	Asset Management Plan				
Start date	2012-13 on going	Project Details:	This is the creation of a plan which will help to maximise all the property held by the council	Income generation	1	2	2
Start date	ject 3	Project Title: Project Details:					
End date		Troject Detailo.					
Pro	ject 4	Project Title:					
Start date		Project Details:					
End date	iect 5	Project Title:					
Pro Bachate Calate End date	Ject 5	Project Details:					
End date	ioot 6	Project Title:					
Start date	Ject 0	Project Details:					
End date	ject 7	Project Title:					
1	J001 /	Froject fille.					
Start date End date		- Project Details:					
Pro	ject 8	Project Title:					<u> </u>
Start date	-	Project Details:					
End date							
Pro	ject 9	Project Title:					
Start date		Project Details:					
End date							
Í	ect 10	Project Title:					
Start date		Project Details:					

																Appendix 8
	Safer Merton							42/44		anning Assur		E/AC	2046/47	0047/40	0040/40	The Corporate strategies your
	uley Cabinet Member for				Anticipated			13/14		4/15		15/16	2016/17	2017/18	2018/19	service contributes to
Enter a brief descript	tion of your main activit	es and objectives b	elow		Number of new			600		00		600	600			Adult Treatment Plan
Safer Merton is a partnership of the	ne statutory, voluntary and	business sector partr	iers who		Popula			6,038		3,822		1,569	214,229	216,806		Anti Social Behaviour
work together to combat crime & di within the borough. The team cons						nent cases (domestic abu		117		29		41	153			Central Government
staff. The delivery of Crime and Dis						he One Stop Shop		250		75		275	275			Children & Young person's Plan
interventions such as				Ant	icipated non fin	ancial resources		13/14		4/15		15/16	2016/17	2017/18	2018/19	Community Plan
Tackling anti social behaviour and     Managing Naishbaurbaad Water					Staff (F	TE)		25	:	22		22	22	22		Crime & Disorder (partnership plan)
<ul> <li>Managing Neighbourhood Watch</li> <li>Drugs and alcohol abuse commis</li> </ul>															E	Merton & Mitcham N'bourhood Renewal
The provision of school officers, C					Performance	indicator	Perfor	mance Targe	ets (T) & Prov	isional Perfo	rmance Targ	gets (PT)	Polarity	Benerting evole	Indicator type	Main impact if indicator not
Other support and commissioned s		ms remit as well as e	ensuring		Performance	Indicator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	Indicator type	met
that the council is compliant with le The service is managed through th	egislation.	W Police officers joir	at bealth	% of ASB cas	ses closed in line	with the national standard	s 95	95	95	95	95		Low	Monthly	Business critical	Anti social behaviour
staff, voluntary sector and commun		by Folice officers, join	it fieditif		% CCTV camera	as operational	95	95	95	95	95		High	Monthly	Outcome	Reputational risk
The Statutory duty of the council co	consists of:			Proportion who	o successfully cor	mplete treatment and do	ot 34	35	36	37	37		High	Quarterly	Outcome	Safeguarding issues
<ul> <li>A duty to establish a crime and di</li> <li>Complete an annual strategic assi</li> </ul>		with portpore in real	20200	a	re pres	ent (							-			÷ ;
Respond to and deal with crime a						Ink & rowdy behaviour (A	, .=	41	40	39	39		Low	Annual	Perception	Reputational risk
Delivering Anti-Social Behaviour	actions and interventions	·····,···,	-			about ASB (ARS)	44	43	42	41	41		Low	Annual	Perception	Reputational risk
Specific duties around Domestic	Violence.					l about crime (ARS)	51	50	49	48	48		Low	Annual	Perception	Reputational risk
				-		nent cases (domestic abu	-	129	141	153	153		High	Monthly	Business critical	Breach statutory duty
					No. of One Stop		46	46	46	46	46		High	Quarterly	Business critical	Reduced service delivery
1						roblem Solving meetings	27	27	27	27	27		High	Quarterly	Business critical	Reduced service delivery
						oout drug users (ARS)	33	32	31	30	30		Low	Annual	Perception	Reputational risk
				% of residents	s feeling well inform	ned about tackling ASB (AR	5) 30	31	32	33	33	1	High	Annual	Perception	Reputational risk
	DEPARTME	NTAL BUDGET AND	RESOURCES						2015/16 Ex	penditure					2015/16 Income	
Bayanya 6'000a	Budget Actu	I Budget	Budget	Budget	Budget	Budget			2013/10 24	penantare					2013/10 1100/116	
Revenue £'000s	2013/14 2013/	4 2014/15	2015/16	2016/17	2017/18	2018/19						Employees				
Expenditure	3,204	0 1,520	6 1,490	1,490	1,490	0	1									Government grants
Employees	1,012	840			840						_	Premises				
Premises	4		2 2 2		2							ir remises				Reimbursements
Transport Supplies & Services	179	179			7							-				
3rd party payments	1,568	129										Transport				
Transfer payments	0	(	0 1	0	0		1									Customer & client receipts
Support services	330	230			230							Supplies & S	ervices			
Depreciation	104	139			139		_									
Revenue £'000s	Budget Actua 2013/14 2013/		Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19			10			3rd party pay	ments			Recharges
Income	1,888	0 278							N							
Governn grants	317	70			70							Transfer payr	nents			_
Reimburgenents	1,539	202			202							ritansici payi	licita			Reserves
Customer client receipts	6	6	6 6	-	6											
Recharges Reserves	0 26	(	0 0	0	0							Support servi	ces			Capital Funded
Capital Funded	20		<u> </u>	0	0											
Council Funded Net Budget	1,316	0 1,248	8 1,212	1,212	1,212	0						Depreciation				
	Budget Actu		Budget	Budget	Budget	Budget										
Capital Budget £'000s	2013/14 2013/		2015/16	2016/17	2017/18	2018/19						Summary	of major budget et	c. changes		
		5,000		2010/11	2011/10	2010/10							2015/16			
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400 -	2014	2015	2016	2017	2018								2018/19			

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)				Appe
			Safer Merto	n			
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood	Risk Impact	Score
Pro	oject 1	Project Title:	Risk limitation of future grant loss			Input	00010
Start date	2013-14	Project Details:	Finding ways to limit the impact of the loss of grants from central government and Mayors office.	To meet legislative requirements	4	2	8
End date	on going		ADD shares				
Proj	oject 2	Project Title:	ASB changes				
Start date	2012-13	Project Details:	This is the changes in definition regarding Anti-Social Behaviour (although this is still awaiting defining from Central Government)	To meet legislative requirements	4	3	12
End date	on going						
Pro	oject 3	Project Title:					
Start date		Project Details:					
End date							
Pro	oject 4	Project Title:					
Start date		Project Details:					
End date							
<b>D</b> Proj	oject 5	Project Title:			1		
State		Project Details:					
State End date							
O Proj 4 Start date	oject 6	Project Title:					
		Project Details:					
End date							
Proj	oject 7	Project Title:					
Start date		Project Detailer					
End date		Project Details:					
Pro	oject 8	Project Title:					
Start date		Project Details:					
End date		Fioject Details.					
Pro	oject 9	Project Title:					
Start date							
End date		Project Details:					
Proj	ject 10	Project Title:					
Start date							
End date		Project Details:					

							DI-							The Corporate strategies your
Olla Inda Damadama Ori	Street Cleaning				20	13/14		nning Assur 4/15		)15/16	2016/17	2017/18	2018/19	
ź	abinet Member for Performance & In		Anticipated demand										2010/19	service contributes to
Enter a brief descripti	tion of your main activities and obj	jectives below	Population		200	5,038	208	,822	211	1,569	214,229	216,806		Anti Social Behaviour
Street Cleaning: to improve the	e street scene by maintaining the p	public highway.	Increased housing density		80	,890	81,	000	81	1,400	81,800	82,100		Performance Management Framework
	r, detritus, graffiti, fly posting and k													Waste Management Plan
Enforcement: to improve the str	treet scene by education, advice a	and enforcement,			1		1					1		
	ouling, abandoned vehicles, graffit				200	13/14	201	A 14 F	204	)15/16	2016/17	0047/40	0010/40	
collecting stray dogs.	3,	, , , , , , , , , , , , , , , , , , ,	Anticipated non financial reso	urces								2017/18	2018/19	
Winter Gritting: delivering an ef	fficient service in accordance with	Highways section	Staff (FTE)		1	03	1	03	1	103	103	103		
priorities.		3 .,	Transport			26	2	6		26	26	26		
Objectives														
	sponsibilities in respect of street cl	leansing										-		
	n co-ordinated and partnership wor													
	ices that meet the needs of reside		Performance indicator		Perfor	nance Targe	ts (T) & Provi	sional Perfo	rmance Targ	rgets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
<ul> <li>champion the needs of the ser</li> </ul>			r enormance indicator		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Folding	Reporting cycle	indicator type	met
<ul> <li>improve our customer informa</li> </ul>			% Residents satisfied with street cl	anliness	58	60	62	62	63		High	Annual	Perception	Reputational risk
<ul> <li>protect and care for the welfar</li> </ul>	and development of our employ	vees the environment	% Sites surveyed below standard	for littor	_		1				Low	Quarterly	Perception	Reputational risk
our customers and the local corr			· · · · · · · · · · · · · · · · · · ·		8.5	7.5	7	7	6					
	e environment for all our employee	es and strive for	% Sites surveyed below standard for	r Detritus	12.5	12	11.5	11	10.5		Low	Quarterly	Perception	Reputational risk
outstanding health and safety pe		and surve for	% Sites surveyed below standard f	or graffiti	5.5	5.0	4.5	4.0	4		Low	Quarterly	Perception	Reputational risk
	approach to service design and in	mprovomont	% Sites surveyed below standard f	or weeds	14.50	14.00	13.50	13.00	12		Low	Quarterly	Perception	Reputational risk
<ul> <li>improve levels of satisfaction v</li> </ul>		nprovement	· · · · · · · · · · · · · · · · · · ·		_			3000	3000	+		Monthly		
<ul> <li>Improve levels of satisfaction v</li> </ul>	with services provided.		Number of fly tips reported		3300	3200	3100				Low		Outcome	Reputational risk
			Days lost through sickness per	FTE	12	10	9	8	8		Low	Quarterly	Outcome	Increased costs
			% Sites surveyed below standard for	flyposting	1	1	1	1	1		Low	Quarterly	Perception	Reputational risk
			,		1	1 .	1			1 1	· · · ·	1		Provide a second
			J			1					n – – – – – – – – – – – – – – – – – – –	1		
	DEPARTMENTAL BUD	GET AND RESOURCES				:	2015/16 Ex	penditure			I		2015/16 Income	
Boyonua 6'000a	Budget Actual B	Budget Budget	Budget Budget Budget	1		-					I			
Revenue £'000s	2013/14 2013/14 20	014/15 2015/16	2016/17 2017/18 2018/19	1						Employees	I			
Expenditure	5,094 0	5,296 5,299		D						Employees				Government grants
Employees	3.399	3,313 3,313		-	1									
Premises	24	24 24		4						Premises	I			
Transport	24	492 492		-							I			Reimbursements
				-										
Supplies & Services	167			-						Transport				
3rd party payments	152	139 142	144 146	-										
Transfer payments	0	0 0	0 0	-										Customer & client receipts
Support services	1,057	1,168 1,168	1,168 1,168	-						Supplies & Ser	vices			
Depreciation	6	0 0	0 0		-									
Revenue £'000s	Budget Actual B	Budget Budget	Budget Budget Budget				1			3rd party paym		8. S		Recharges
	2013/14 2013/14 20	014/15 2015/16	2016/17 2017/18 2018/19			1				and party paym	ents			
Income	231 0	231 231		D										
Governnen grants	0	0 0		1		11/1				Transfer payme	onte			
	0	0 0	0 0	1		////								Reserves
Reimbursements Customer & client receipts	231	231 231	231 231	1										
Recharg	201	201 201	201 201	-						Support service	IS			
Reserves				-		<u> </u>								Capital Funded
Capital Food d				-										
Council Funded Net Budget	4,863 0	5,065 5,068	5.070 5.072	-						Depreciation				
Council and ded Net Budget	4,863 0	5,065 5,068	5,070 5,072 0	4										
Capital Capital Capital	Budget Actual B	Budget Budget	Budget Budget Budget							Summon	of major budget et	o obongoo		
Capital Mudget £ 0005	2013/14 2013/14 20	014/15 2015/16	2016/17 2017/18 2018/19							Summary	of major budget et	c. changes		
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Appendix 8

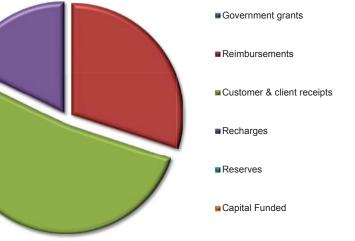
			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)				Appe
			Street Cleani			Risk	
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood		Score
Pro	oject 1	Project Title:	Introduce mobile working				
Start date	2012-13	Project Details:	This to introduce the use of handheld devices for all operators enabling receiving of reports from residents and also to report any to the office.	More efficient way of working	2	2	4
End date	2015-16	Project Title:	Public value review of street cleansing and enforcement				
ĺ		Project fille.					
Start date	2013-14	Project Details:	Carry out a review of the services provided and introduce any efficiencies resultant from this review	Improved customer satisfaction	2	2	4
End date	2014-15						
Pro	oject 3	Project Title:	Introduce timed commercial waste collections in town centres				
Start date	2013-14	Project Details:	Introduce time banded waste collections in town centres starting with Wimbledon town centre	To meet legislative requirements	2	2	4
End date	2015-16						
Pro	oject 4	Project Title:	Review Street Cleansing equipment				
Start date		Project Details:	Chewing Gum equipment as well as review Mechanicals sweeping resource with a view to consider more flexible vehicles.	Improve residents satisfaction	2	2	4
End date							
	oject 5	Project Title:	Street Champions Initiative				
State C End date		Project Details:	Re-launch street champions initiative	Improve residents satisfaction	2	2	4
End date							
	oject 6	Project Title:	Increase Enforcement Capacity				
Start date		Project Details:	Develop and launch pilot programme to increase enforcement potentially utilising additional private	Improve residents satisfaction	3	1	4
End date			contractor capacity				
Pro	oject 7	Project Title:					
Start date		Project Details:					
End date							
Pro	oject 8	Project Title:					
Start date		Project Details:					
End date		FIOJECI DEIAIIS.					
Pro	oject 9	Project Title:					
Start date		Project Details:					
End date		roject Detailo.					
Pro	ject 10	Project Title:					
Start date		Project Details:					
End date		FTOJEGE DELAIIS.					

_															Appendix 8
	Traffic & Highways									nning Assu					The Corporate strategies your
	Cabinet Member for Sustaina	, ,			Anticipated dem	and		13/14		4/15	2015/16	2016/17	2017/18	2018/19	service contributes to
Enter a brief descri	ption of your main activities	and objectives belo	ow		Street lights		12	2,673		673	12,673	12,673	12,674		Road Safety Plan
The service discharges the count					per of trees to be n			6,570		640	16,710	16,710	16,711		Local Transport Plan
Authority, assists with its response delivery of the Community Plan v	0	,			Maintenance and			3.5km		5km	363.5km	363.5km	363.5km		Local Implementation Plan
network and 16,500 trees on the					r of Streetwork Pe			,650		000	18,000	18,000			Capital Programme
planted per year.				Anticip	ated non financia	l resources		13/14		4/15	2015/16	2016/17	2017/18	2018/19	Local Development Framework
The main aims of the service are	to:				Staff (FTE)			38		8	35	35	35		
The main aims of the service are															
• Ensure the safe and expedition		e Highway Network.													
<ul> <li>Improve the condition of the h</li> <li>Improve the Public Realm.</li> </ul>	ngway network						Borfor	manaa Tara	oto (T) 8 Brow	cional Porfe	ormance Targets (PT)			I	
Improve the Street Scene.				I	Performance indi	cator	2013/14(T)	-			2017/18(PT) 2018/19(PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
<ul> <li>Improve the quality of life of loc</li> </ul>	cal residents			Ava davs take	n to repair out of li	ght Lamp Columns	2013/14(1) New	3	3	3	3	Low	Quarterly	Quality	Reduced customer service
Objectives				÷ .	to Emergency Call		100	100	100	100	100	High	Monthly	Quality	Increased costs
					etworks permitting		98	98	98	98	98	High	Monthly	Quality	Loss of income
The overall objectives of the Serv and to ensure that this network is			way network		etworks inspection		32	35	37	38	38	High	Quarterly	Unit cost	Loss of income
		Jau users.				Penalty Notice issued		98	99	99	99	High	Monthly	Outcome	Reduced customer service
Specific Objectives:				% of Cond	dition Surveys com	pleted on time	90%	92%	95%	95%	95%	High	Annual	Quality	Increased costs
Introduce Mobile working					,	d Roads Defectivenes	2					ŭ		y	
Channel shift and move to on-line	e self service system			,	Condition Indica	tor	New	21%	20%	19%	19%	Low	Annual	Quality	Increased costs
				Footway condition -	Defectiveness Co	ndition Indicator	New	21%	20%	19%	19%	Low	Annual	Quality	Increased costs
												L,			
	DEPARTMENT	AL BUDGET AND I	RESOURCES						2015/16 Ex	penditure				2015/16 Income	
Revenue £'000s	Budget Actual	Budget	Budget	Budget		ldget									
	2013/14 2013/14 11,420	2014/15	2015/16	2016/17		18/19					Employees				Government grants
Expenditure Employees	11,420	0 12,127 1,831	<b>11,856</b> 1,543	<b>11,792</b> 1,544	<b>11,808</b> 1,544	0									
Premises	1,274	1,031	1,543	1,108	1,108						Premises				
Transport	128	131	131	131	131				1						Reimbursements
Supplies & Services	252	326	327	307	307						Transport				
3rd party payments Transfer payments	1,914	2,058	2,074	2,059	2,075 0										Customer & client receipts
Support services	1,294	1,259	1,259	1,259	1,259		1				Supplies & S	ervices			
Depreciation	4,936	5,384	5,384	5,384	5,384										
Revenue £'000s	Budget Actual	Budget	Budget	Budget		Idget					3rd party pay	ments			Recharges
Income	2013/14 2013/14 2,619	2014/15 0 2,787	<u>2015/16</u> 2,787	2016/17 2,797	2017/18 20 2,797	18/19			$\Delta$						
Go ment grants	0	0 2,707	2,707	2,191	0						Transfer pay	ments			_
Rein	624	837	837	847	847							licito			Reserves
Customer & client receipts	1,436 559	1,453	1,453	1,453 497	1,453						Support serv				
Recharges Reserves	559	497	497	497	497							000			Capital Funded
Capital Funded											- Depressistion				
Council Funded Net Budget	8,801	0 9,340	9,069	8,995	9,011	0					Depreciation				
Capital Budget £'000s	Budget Actual	Budget	Budget	Budget	Budget Bu	Idget					Summar	of major budget et	o changes		
	2013/14 2013/14	2014/15	2015/16	2016/17		18/19					Summary		c. changes		
Traffic & Parking Management	282,000	135,000	135,000		156,000							2015/16			
Highways Gen Planned Works	471,470	612,670	412,000	419,000	419,000	EN29=£2	52K								
Footways Planned Works	1,065,390	1,000,000	1,000,000	1,000,000	1,000,000										
Street Lighting	644,580	410,000	200,000		290,000										
Street Scene	339,450	315,000	315,000	60,000	60,000										
Highways Planned Road Works Transport For London	1,590,000	1,500,000	1,500,000		1,500,000										
Transport FULLUNUUN	2,460,990	1,927,000	1,310,000	1,271,000											
	6,853,880	0 5,899,670	4,872,000	4,862,000	3,425,000	0						2016/17			
	0,000,000	0,000,010	-7,072,000	4,502,000	3,723,000		0K; EN30=£2					2010/11			
10,000 -							JK, EN30-22	20K, EN31-	-230N, ENS	L-LIUK					
		-		_											
9,000 -			• <u> </u>												
8,000 -				\											
0,000				\											
7,000 -				\											
8 6 000				\								2017/18			
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2013	2014 20	015 2	2016	2017	2018	_									
				Actual											

-Budget

-Actual





			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT				Appe
			Traffic & High			Diak	
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood	Risk Impact	Score
Pro	oject 1	Project Title:	Flood and Water Management Schemes				
start date	2013-14	Project Details:	Development and adoption of Local Flood Risk Management Strategy	To meet legislative requirements	1	1	1
End date	2014-15 Dject 2	Droject Titler	Delivery of Mitcham Town Centre scheme				
Pro	oject 2	Project Title:	Derivery of Mitchain Fown Centre Scheme				
art date	2013-14	Project Details:	Major improvement to road network around Mitcham Town Centre	Improved customer satisfaction	4	3	12
ind date	2015-16						
Pro	oject 3	Project Title:	Ride London				
tart date	2014-15	- Project Details:	Delivery of London - Surrey Cycle Road Race	Improved customer satisfaction	1	1	1
nd date	2014-15						
Pro	oject 4	Project Title:	Mobile Working	More efficient way of working			
	-	,					
tart date	31/01/2015	Project Details:	Implement Mobile working solution across Trafic and Highway		2	2	4
Ind date	31/03/2015	r toject Details.	Implement movie working obtailor across traile and trigitway				
					_	ļ	
	oject 5	Project Title:	On-line self Service System	Improved customer satisfaction			
tate					2	2	4
		Project Details:	Move to on-line self service system		-	-	
End date							
O Pro	oject 6	Project Title:	Home Zones				
CO tart date							
		Project Details:	Roll out of Home Zones across the borough		2	1	3
nd date							
Pro	oject 7	Project Title:	Mini Holland	Improved resident well being			
	•	.,					
Start date		Project Dataila:	Delivery of Mini Helland Cycling proposale		2	2	4
End date		Project Details:	Delivery of Mini Holland Cycling proposals				
					_		
Pro	oject 8	Project Title:	20mph Limits / Zones	Improved resident well being			
tart date					2	2	4
		Project Details:	Devlopment of Policy to inform a decision on future speed management in Merton				
End date							
Pro	oject 9	Project Title:					
tart date							
		Project Details:					
End date							
Proj	ject 10	Project Title:			_		
Í	1000 10	riojeet niie.					
start date		Desired D. J. II					
and elected		Project Details:					
and date							

																Appendix 8	
	Transport - Co										nning Assu					The Corporate strategies your	
Clir Andrew Judge						Anticipated de		-	13/14		4/15	2015/16	2016/17	2017/18	2018/19	service contributes to	
Enter a brief descri			-			Passenger Journey			5000	95		95000	95000	95000		Capital Programme	
To provide a comprehensive and service, in support of the user de	d effective Home	e to School and	Vunerable Adults	transport		F Passenger Journe			0000		000	70000	70000	70000		Children & Young person's Plan	
& Housing using the in-house ar			ioola or i diffilles a	na community		Passenger Journe			3000	50		50000	50000	50000	↓	Adult Treatment Plan	
Descriptions and drive webiales for	Ale in leaves dea	and an an the AM and a		Derline		H Passenger Journe			5000	85		80000	80000	80000	0040/40	Customer Services Strategy	
Providing self drive vehicles for etc.) who require vehicles to car	me in-nouse dep rryout their service	ariments (Waste es.	e Operations, Leis	surë, Parking		icipated non finan	cial resources amework contractors		<b>13/14</b> 34		<b>4/15</b>	<b>2015/16</b> 34	<b>2016/17</b> 34	<b>2017/18</b> 34	2018/19		
	-				NO. OT CO		amework contractors		8								
Ensuring all the authorities vehic workshop.	cles have schedu	led maintenance	e through the in-h	ouse		Staff No.Transport Flee	tvehicles		8		9 92	9 192	9 192	9 192	+		
						No. Hansport Flee	l venicies				52	132	132	132			
Providing health & safety and ve	ehicle related in-h	ouse training to	all council staff a	nd external				Performance Target			sional Perfo	ormance Targets (PT)				Main impact if indicator not	
organisations						Performance in	dicator	2013/14(T) 20			2016/17(PT)		Polarity	Reporting cycle	Indicator type	met	
Procurement of vehicles for the	authority ensurin	g depts get the v	vehicles to suit th	eir services		Spot checks on co	ontractors	50		50 50 50			High	Monthly	Business critical	Reduced customer service	
Objectives					Parent	s/carers satisfaction	with taxi journeys	0	75%	75%	80%		Low	Annual	Perception	Reduced customer service	
Ensuring that the service provi	ded by commissi	oning is effective	e ,value for mone	y while still													
meeting customers expectations	eting customers expectations. ocurement of goods & services for the workshop area. Ensuring value for money and																
compiling with authorities standi	ing orders	top area. Ensuri	ng value for mon	ey and										1			
Procurement of replacement ve		ole of the autho	rity.											1			
														1			
	D	EPARTMENTAL	L BUDGET AND	RESOURCES						2015/16 Ex	oenditure				2015/16 Income		
Revenue £'000s	Budget	Actual	Budget	Budget	Budget		Budget			C					2010/10/1100/110		
	2013/14	2013/14	2014/15	2015/16	2016/17		2018/19					Employees				Government grants	
Expenditure	4,550		5,517	5,632			0									Government grants	
Employees Premises	367 67		391 49	389 46		389 46						Premises					
Transport	2,330		4,317	40 4,431												Reimbursements	
Supplies & Services	67		32	38	38	38			11			Transport					
3rd party payments Transfer payments	30		0	0	0	0											
Support services	1,174		303	303	303	303	D 3 ■Supplies & Services									Customer & client receipts	
Depreciation	515		425	425						//							
Revenue £'000s	Budget	Actual	Budget	Budget	Budget		Budget			1		■3rd party pay	mente			Recharges	
Income	2013/14	2013/14	2014/15	2015/16	2016/17		2018/19					■ Siu paity pay	ments				
Governnen grants	<b>4,550</b>		<b>5,517</b>	5,632 0		5,632						Transference					
	2		911	911		911						Transfer payr	nents			Reserves	
Reimbursements Customer & client receipts	3,878		4,606	4,721	4,721	4,721						=0					
Recharges Reserves	670		0	0	0	0					1	Support servi	ces			Capital Funded	
Capital Fooded																	
Council Punded Net Budget	0	0	0	0	0	0	0			-		Depreciation					
Capital Capital	Budget	Actual	Budget	Budget	Budget	Budget	Budget										
Capital Rodget £'000s	2013/14	2013/14	2014/15	2015/16	2016/17		2018/19					Summary	of major budget et	c. changes			
													2015/16				
							Existing pa	ssenger Ta	xi framewor	k expires in	Oct 2015 -	New contract schedul	ed to run from Oct 20	15 for possibly 4 years			
	-	-		L .	-								2040/47				
	0	0	0 0	0	0	0	0						2016/17				
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													2018/19				
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0 +	2014	201	15	2016	2017	2018	י										
2013		Budget	10		Actual	2010											
		-Duuyet			างเนลเ												

							Appe				
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD Transport - Commissioning											
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood	Risk	Score				
Pro	oject 1	Project Title:	Closer Working with Merton Community Transport		Likennood	impact	SCOLE				
Start date	2012-13	Project Details:	Working closer with Merton Community Transport, to find ways of improving services, and providing training. Merton have made available to MCT the fuel bunker to reduce MCT costs, and further work in being carried regarding vehicle utilisation, and vehicle procurement	More efficient way of working	2	2	4				
End date	2014-15										
Pro	oject 2	Project Title:	Passenger Transport Provision Framework								
Start date	2014-15	- Project Details:	Passenger Transport Framework 4 year contract due to expire August 2015. Liaising with neighbouring boroughs (Sutton & Kingston) for the possibility to work together in providing this service	To meet budget savings	2	2	4				
End date											
Pro Start date	oject 3	Project Title:					0				
End date		<ul> <li>Project Details:</li> </ul>									
Pro	oject 4	Project Title:									
Start date		Project Details:					0				
End date	oiect 5	Project Title:					<u> </u>				
							0				
		Project Details:									
Start date	oject 6	Project Title:					0				
End date		<ul> <li>Project Details:</li> </ul>									
Pro	oject 7	Project Title:									
Start date		- Project Details:					o				
End date							l				
Pro Start date	oject 8	Project Title:					_				
End date		<ul> <li>Project Details:</li> </ul>					0				
Pro	oject 9	Project Title:									
Start date		Project Details:					0				
End date	1	Desis ( T''					ļ				
Pro	oject 10	Project Title:									
Start date		- Project Details:					0				
End date											

																	Appendix 8
	ansport - Passen										nning Assur						The Corporate strategies your
Clir Andrew Judge						Anticipate			13/14		4/15	2015/1		2016/17	2017/18	2018/19	service contributes to
Enter a brief descri	iption of your ma	in activities an	nd objectives be	low		C&H Passen			,000		000	80,000		80,000	80,000		Children & Young person's Plan
Merton Transport Services prov	ides transport and	fleet support.					ourneys - in house		,000		000	70,000		70,000	70,000		Community Plan
We provide transport for adults with our partners at Special Edu					counci	I fleet in need o	of maintenance/repair		92	1	92	192		192	192		Social Inclusion Strategy
support. We operate a fleet of w	velfare vehicles that	at are fully acce	ssible by all. Trar						13/14		4/15	2015/10		004047			Local Transport Plan
provided to day centres and sch Full fleet management is provide				dudes all	Anti	cipated non fi Staff (	nancial resources		13/14 60		4/15 4	2015/10	)	<b>2016/17</b> 54	<b>2017/18</b> 54	2018/19	
servicing, repairs, maintenance	and Operators Lic	ence requireme	ents. In addition,	we assist		trasnport (ve			46		-6	46		46	46		
client departments such as Was	ste Services, in de	veloping vehicle	e specifications a	nd advise on		trashport (ve	enlices used)		40		0	40		40	40		
vehicle types to enable solution: Objectives																	
Merton Transport Services will We will support user departme	provide a compre	hensive and eff	icient transport s	ervice.				Perfor	mance Target	ts (T) & Prov	sional Perfo	rmance Targets	(PT)				Main impact if indicator not
Families, Waste Operations and						Performanc	e indicator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT) 20	18/19(PT)	Polarity	Reporting cycle	Indicator type	met
We will ensure legal compliant	ce with regard to a	Il statutory requ	irements for road	transport		% MOT Vehi	cle pass rate	95	95	95	95	95	95	High	Quarterly	Outcome	Reduced customer service
services including Operators Lic	cence requirement	S.			Ave	rage % Passen	iger vehicles in use	65	65	70	70	70	70	High	Quarterly	Unit cost	Increased costs
					% In	, ,	that meet timescales	85	85	85	85	85	85	High	Quarterly	Outcome	Increased costs
						% Client use		97	97	97	97	97	97	High	Annual	Outcome	Reduced uptake of service
						Sickness - aver	age days per fte	16	12	10	10	8	8	High	Quarterly	Unit cost	Increased costs
														l		l	
														l		l	
														<u> </u>			
			BUDGET AND	RESOURCES					1	I				<u> </u>	1	1	<b>I</b>
			BUDGET AND		Durfrief	Dudant	Budeet		:	2015/16 Ex	penditure					2015/16 Income	
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19										
Expenditure	3,795	2013/14		3,055		3,055						■Emp	loyees				Government grants
Employees	1,664		1,446	1,446		1,446											
Premises	34		42	42		42						Prei	nises				Reimbursements
Transport Supplies & Services	915 63		1,061 57	1,061 57	1,061 57	1,061 57											Reinbursements
3rd party payments	0		0	0		(	D					Trar	sport				
Transfer payments	0		0	0		(	0										Customer & client receipts
Support services Depreciation	1,119		449	449	449	449	9					■Sup	olies & S	ervices			
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget										Recharges
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19					■ 3rd	party pay	ments			Trecharges
Governne Grants	3,795 0	0	3,055	3,055 0		3,055	5 0										
	0		0	0		(	0					Tran	sfer pay	ments			Reserves
Reimbursements Customer & client receipts	2,713		3,055	3,055	3,055	3,055	5										
Recharge Reserves	1,082		0	0	0	(	0					■ Sup	port servi	ices			Capital Funded
Capital Fooded	+ +								_			_					
Council Funded Net Budget	0	0	0	0	0	0	0					■ Dep	reciation				
Capital Budget £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget					0					
Capital Budget £ 0005	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19					5	ummar	y of major budget etc	. changes		
Transport and Plant	162,470	599,400	500,000	500,000	500,000									2015/16			
Garth Road Workshop	128,720																
							<b></b>										
	┨						+										
	┨────┤						+										
	<del>   </del>						+										
<u> </u>	291,190	599,400	500,000	500,000	500,000	0	0							2016/17			
L		,	,	,	,												
50 T																	
s														2017/18			
£,000s																	
-																	
														2018/19			
														2010/13			
	-	-				_											
0 2013	2014	201	5	2016	2017	2018	— I										
2013		Budget			Actual	2010											
		Bauget															

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)	- MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD			Apper
			Transport - Passenger				
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood	Risk Impact	Score
Proj	ject 1	Project Title:	Closer working with Merton Community Transport		Lincolliood	inipuot	Coole
Start date	2012-13	Project Details:	Closer working with the voluntary sector has been identified as an objective to improve services. We are looking at ways to better cooperate with Merton Community Transport. So far we have an experimentation are not used to account the provide the top of the top of the provide the top of the provide the top of the provide the top of the provide the top of the provide the top of the provide the provi	More efficient way of working	2	2	4
End date	on going		arrangement to supply fuel to them and we are now looking at vehicle maintenance and vehicle utilisation.				
Proj	ject 2	Project Title:	Tachograph Facility				
Start date	2012-13	Project Details:	At the present time there is no tachograph repair facility within the borough. We have to visit a Tachograph Centre 40+ times a year. We have undertaken a viability excersice and completed a business case to install operate and market Tachograph Services in house. It is anticipated that this facility will be operational during 2014.	Income generation	2	2	4
End date							
Proj	ject 3	Project Title:	Office new build	Select one major outcome			
Start date		- Project Details:	Initial investigation is under way to construct a new office complex at Garth Road Depot. This would house staff from Waste Services, Waste Operations as well as Transport.				0
End date							
Proj	ject 4	Project Title:					
Start date		Project Details:					
End date	1						
Proj Staffiate	ject 5	Project Title:					
Stand date		- Project Details:					
	iect 6	Project Title:					<b>├──</b> ┤
Start date	,						
End date		Project Details:					
Proj	ject 7	Project Title:					
Start date		- Project Details:					
End date							
Proj	ject 8	Project Title:					
Start date		Project Details:					
End date							
Proj	ject 9	Project Title:					
Start date		Project Details:					
End date							
Proje	ect 10	Project Title:					
Start date		- Project Details:					
End date							

Other Audy Standards Califyred Agenute Monder for Performance & Implementation         Anticipated density         921034         931046         931046         931016																	Appendix 8
																	The Corporate strategies your
																2018/19	
	Enter a brief descrip	ption of your ma	in activities an	d objectives be	ow		Popula	ation				-					
																	Performance Management Framework
	Household Reuse and Recycling	ig Centres - Merto nd garden waste f	n is required to	provide facilities	or the	Т	otal household	waste tonnage	7	1,000	71,	000	71,000	71,000	71,000		
	Objectives	-	-		[												Climate Change Strategy
	<ul> <li>provide efficient and accessible</li> </ul>	le services to all o	f our customers	, including those	with specific	Anti	cipated non fin	nancial resourc	es 20	)13/14	201	4/15	2015/16	2016/17	2017/18	2018/19	
		e services provide	d and to keen in	moroving our sen	rices in line		Staff (F	FTE)		107	11	0.5	107.5	107.5	107.5		
	with customer needs.						Trans	port		31	3	1	29	29	29		
	<ul> <li>promote public awareness of w</li> </ul>	waste minimisatio	n and encourage	e re-use and recy	cling through												
	information, education and empo	owerment.															
					l l				Perfor	mance Targe	ts (T) & Provi	sional Perfo	rmance Targets (PT)				Main impact if indicator not
							Performance	e indicator		-				T) Polarity	Reporting cycle	Indicator type	
					ľ		% Household w	vaste recvcled							Monthly	Business critical	Reputational risk
											_						
										_							
											_						
					ŀ				00								
					ŀ					_							
					ŀ							-					
					ŀ	% Kesi	Internet Southand M	with recycling fac	nues /3	/5	11	79	79				
										1	I		I I	High	Annuai	Output	Reduced Customer Service
										2	015/16 Exp	enditure				2015/16 Income	
	Revenue £'000s									_							
			2013/14										Employee	s			
			0														Government grants
				3,532									Premises				
																	Reimbursements
													Transpor				
	3rd party payments			6,073	5,949	6,074	6,200						I Talispor				
				2	2	2	2										Customer & client receipts
													Supplies	Services			
			Actual					Budget									
Image: Provide with the second withe second with the second with the second with the se	Revenue £'000s											_	3rd party	ayments			Recharges
Control Contro Control Contrel Control Control Control Control Control Control	Income		2013/14														
		0		288					- Transfer payments							Deserves	
Biology         Site	Reimbursements	0												.,			Reserves
													= Support of				
				638	638	638						1	Support 8	er vices			Capital Funded
Concel Funded Net Budget         14.491         0         12.490         12.680         12.880		0		0	0	0	0			-							
Virtual virtua virtual virtua virtual virtual virtual virtual virtual virtual v	Council Funded Net Budget	14,891	0	12,679	12,459	12,655	12,850	0					Deprecia	on			
Virtual virtua virtual virtua virtual virtual virtual virtual virtual virtual v		Budget	Actual	Budgot	Budget	Budget	Budget	Budget									
198.330     199.000     60.000     20.000<	Capital Rubblet £'000s												Sumn	ary of major budget e	etc changes		
														2015/16			
				,	.,				N14=£100K EN16=		=£250K						
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Appendix 8

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)	- MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD			Appe					
	Waste Management											
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood	Risk Impact	Score					
Pro	ject 1	Project Title:	South London waste partnership (phase B)									
Start date	2012-13	Project Details:	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	More efficient way of working	2	4	8					
End date	2014-15											
Pro	oject 2	Project Title:	Improved enforcement regime to support time-banding in town centres									
Start date	2013-14	Project Details:	Once implemented will reduce back office staff numbers as a result of reducing reliance on paper schedules and in addition the GPS vehicle tracking system will lead to improved service and fuel efficiency. There will need to be capital investment approx £120K.	More efficient way of working	2	2	4					
End date	2014-15											
Pro	oject 3	Project Title:	Mobile technology including GPS and in cab monitors	More efficient way of working								
Start date	2014-15	Project Details:	Procurement and introduction of the GPS, driver behavioural management, route optimisation system		3	2	6					
End date	2015-16											
Pro	oject 4	Project Title:	Double shift garden waste collection vehicles reduce 2 x vehicles									
Start date	2015-16	Project Details:	Issues with disposal licences may cause a delay to the commencement date of this project.	More efficient way of working	3	2	6					
End date	2016-17											
<b>D</b> Pro	oject 5	Project Title:	LWARB efficiency review of Domestic waste collections	More efficient way of working								
Standate	2014-15	Project Details:	Review of existing service to ensure we have the most efficient service and consider options for the		2	2	4					
End date	2014-15		future.									
- Pro 4		Project Title:	South London waste partnership (phase C) It is by no means certain of the outcome of Phase C project; however a joint working group has been									
Start date	2014-15	Project Details:	formed within the partnership to investigate the feasibility of shared services, and to propose possible business models to support the agreed outcomes.	More efficient way of working	3	2	6					
End date	2017-18		The timeline for Phase "C" is estimated to be at least four years.									
Pro	oject 7	Project Title:	SLWP HRRC Procurement									
Start date	2013-14	Project Details:	The planned re-procurement of the HWRC contract / return of Garth Road Transfer Station	More efficient way of working	3	2	6					
End date	2014-15											
Pro	oject 8	Project Title:	Waste Framework procurement									
Start date	2014-15	Project Details:	A project for procurement of a Framework Agreement for non-guaranteed tonnages across different	More efficient way of working	3	2	6					
End date	2014-15		waste streams, to achieve better pricing fromf materials in the medium term.									
Pro	oject 9	Project Title:					1					
Start date		Project Details:					0					
End date												
Proj	ject 10	Project Title:					1					
Start date		Project Details:					0					
End date												

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# **Equality Analysis**





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

What are the proposals being assessed?	Proposed budget savings from CSF Commissioning Budgets for 2015/16 and 2016/17
Which Department/ Division has the responsibility for this?	CSF/Commissioning Strategy and Performance

Stage 1: Overview	
Name and job title of lead officer	Paul Ballatt – Assistant Director Commissioning Strategy and Performance
1. What are the aims, objectives and desired outcomes of your broposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria	<ul> <li>2015/16 - £63,000 savings from across Early Intervention and Prevention (EIP) Commissioning by:         <ul> <li>£17,500 de-commissioning of one project for children with disabilities that has had limited take up and has not met outcomes specified</li> <li>£32,500 from a reduction in commissioning of training for facilitators of parenting programmes</li> <li>£13,000 from miscellaneous budget codes</li> </ul> </li> <li>2016/17 - £40,000 savings from Early Intervention and Prevention (EIP) commissioning budgets</li> </ul>
2. How does this contribute to the council's corporate priorities?	Supports the council's medium term financial strategy.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners,	2015-16 – A small number of children with disabilities and their families will be affected by the proposed de- commissioning of one service. There is a possibility that the number of parenting programmes offered in the future could be reduced due to a shortage of trained facilitators.
stakeholders, the workforce etc.	2016-17 - All of our EIP commissioning is undertaken on a 3-year commissioning cycle, with the current cycle ending in March 2016. The savings proposal for 2016/17 would therefore be to reduce the commissioning budget by £40,000 from an available £704,000. This would have a relatively modest impact on the range and number of services that could be commissioned from April 2016. CVS partners understand our commissioning cycle and that there are no guarantees to continue with a) a service or b) a provider at contract end. The actual allocation of funding/range of services required from April 2016 will be agreed based on identified needs and evaluation of the effectiveness/impact of current EIP delivery (both within Merton and in other areas).

	APPENDIX 2
another department, authority or a	Not a shared responsibility. The service that may be de-commissioned is run by a CVS organisation that also runs other services in Merton. It is considered that de-commissioning this one service would not affect the overall sustainability of the organisation.

#### Stage 2: Collecting evidence/ data

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

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

The performance of all commissioned services is monitored regularly in proportion to the amount of money that they receive. A 'play and stay' service for children with disabilities and their families was one of a number of services commissioned from April 2013 from a consultation with service users in relation to short breaks and early intervention/prevention opportunities for children with disabilities and their families. Quarterly monitoring of this service has shown a consistently low uptake by families, even though adjustments have been made in relation to user feedback about opening times and the types of activities available. Because take up has been low, it is felt that the impact of withdrawing (decommissioning) this service would be low even though it is specifically for those families with children with a disability, as families will be able to access other short break and EIP services commissioned by the local authority.

When we first began delivering evidence-based parenting programmes, we trained a large cohort of practitioners in order that responsibility for delivery of parenting could be spread across teams. However, in practice a smaller number of staff have delivered programmes - this consistency has actually been helpful in terms of the skills levels of facilitators and has had increased impact in terms of commitment by parents to completing programmes. It is therefore felt that a reduced training budget will not adversely affect the continued delivery of parenting programmes.

#### Stage 3: Assessing impact and analysis

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

Protected characteristic	Tick which applies Tick wl		Tick which	n applies	Reason				
(equality group)	Positive impact		Potential		Briefly explain what positive or negative impact has been identified				
			negative impact		Star Provide Star Provide Prov				
	Yes	No	Yes	No					
Age				no					
Disability			yes		Potential impact on a small number of families of disabled children as one service is withdrawn.				
Gender Reassignment				no					
Marriage and Civil				no					
Partnership									

		APPENDIX 2
Pregnancy and Maternity	no	
Race	no	
Religion/ belief	no	
Sex (Gender)	no	
Sexual orientation	no	
Socio-economic status	no	

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

From April 2013 we commissioned a number of supportive/preventative services for children with disabilities and their families, including short breaks, which from September 2014 have become part of our 'local offer' within our implementation of the Children and Families Act (2012). Families will be supported to select alternative provision that will meet their needs.

In relation to parenting, we are currently refreshing the parenting strategy and associated action plan and will review the need for additional trained facilitators in that process.

We will evaluate our current range of early intervention and prevention programmes ahead of re -commissioning for April 2016 delivery. Reduced funding will equate to a reduction in service delivery, but we will ensure through evaluation that the impact is mitigated as far as possible, by targeting the funding to greatest need.

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

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Which of the following statements best describe the outcome of the EA (Tick one box only) 78. age

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

Outcome 1 - The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. No changes are required.

Outcome 2 – The EA has identified adjustments to remove negative impact or to better promote equality. Actions you propose to take to do this should be included in the Action Plan.

Outcome 3 – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have 'due regard' and you are advised to seek Legal Advice.

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

## Stage 5: Improvement Action Pan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
From April 2015 there could be potential impact on a small number of families of disabled children if one service is withdrawn. Page 221	Families would be offered different opportunities throughout a transition period leading up to the de- commissioning. Although commissioning decisions for 2016/17 have yet to be made, we would try as far as possible to reduce any further impact on services for disabled children and their families.	Tracking the take up of services by individual families	June 2015	Existing	L Wallder	
From April 2016, the range and number of Early Intervention and Prevention services could be reduced further.	Use of evidence-based interventions wherever possible to ensure maximum effectiveness, focusing delivery at ages and stages that can have maximum impact such as early years and transitions.	Collecting age as part of the quantitative data from commissioned services	From April 2016	Existing	L Wallder	

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

## Stage 6: Reporting outcomes

#### 10. Summary of the equality analysis

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

- Savings from the EIP Commissioning budget could potentially have a negative impact on disadvantaged groups within the community
- In particular the proposals for 2015/16 could affect a small number of disabled children and their families
- Proposals for savings in 2016/17 could affect a wider number of children and families as this would mean a further reduction in the amount of money available to commission services

What course of action are you advising as a result of this assessment?

• Acceptance of these savings proposals based on the ability to mitigate negative impact on specific equality groups.

ଅ ଭୁ Stage 7: Sign off by Director/ Head of Service					
Assessment completed by	Leanne Wallder	Signature:	Date: 13/10/14		
Improvement action plan signed off by Director/ Head of Service	Paul Ballatt	Signature:	Date: 13/10/14		